



### Program Description

The Finance Committee is comprised of 21 members appointed from each of the 21 precincts in Town. The purpose of the Committee is to "consider all articles contained in any warrant except articles on zoning upon which the zoning by-law requires a report to be made to the Town by the Redevelopment Board and those articles which do not require or request an appropriation of money...Said committee shall make recommendations, and shall report in print...to each Town Meeting." The Committee also makes general suggestions, criticisms, and recommendations, including articles which may not request an appropriation.

The Committee is also the custodian of the reserve fund, which is appropriated annually to allow for any unforeseen expense, which may occur during the fiscal year. The Committee's members play active roles in Town finance, officially representing the Finance Committee on many of the Town's other committees. These include: the Capital Planning Committee, the Budget and Revenue Task Force, the Long Range Planning Committee, Vision 2020, Information Technology Advisory Board, and many committees voted by Town Meeting.

### Budget Statement

The Finance Committee has increased personnel services by \$250 for FY19. The Reserve Fund is one percent (1%) of General Fund Revenue.

#### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Reserve Fund</b>				
Expenses	1,465,000	1,506,440	1,553,287	1,553,287
<b>Total</b>	1,465,000	1,506,440	1,553,287	1,553,287

### FY2019 Objectives

- Review and recommend on all financial articles before the Town Meeting.
- Review and act on all requests for transfers within departmental budgets and from the Reserve Fund.
- Participate in all committees which require a representative from the Finance Committee, such as, but not limited to, the Capital Planning Committee, the Information Technology Advisory Board, and the Budget and Revenue Task Force.

### Major Accomplishments for 2017

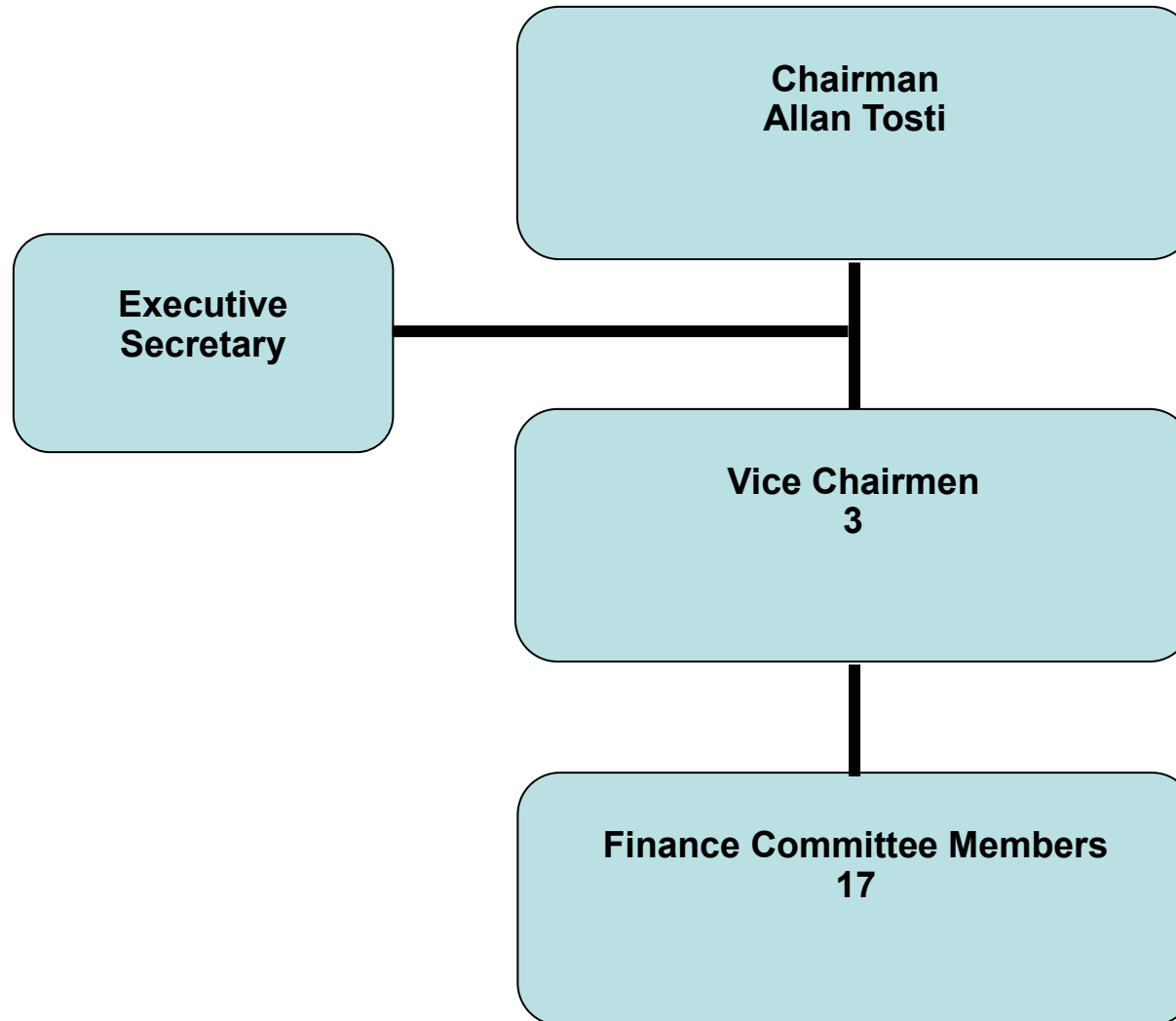
- Worked with Town officials on future financial planning.
- Reviewed all budgets and warrant articles requesting funds and presented to Town Meeting balanced and responsible proposed spending consistent with the long term plan of the Town.
- Successfully guided the spending plan through Town Meeting.

#### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Finance Committee</b>				
Personnel Services	8,329	7,800	7,800	8,050
Expenses	443	2,500	2,500	2,500
<b>Total</b>	8,772	10,300	10,300	10,550

#### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Finance Committee</b>				
Managerial				
Clerical	1PT	1PT	1PT	1PT
Professional/Technical				
<b>Total</b>	1PT	1PT	1PT	1PT





## Program Description

To perform the duties of Administrative Office of the Select Board in an efficient, organized and professional manner.

- Provide administrative support to the Select Board.
- Serve as initial contact for the Selectmen to the public, providing general information and assistance.
- Provide service as initial contact for the public regarding complaints, issues, and other business matters.
- Process and issue licenses and permits granted by BOS.
- Process and issue all ABCC state alcohol licenses.
- Provide administrative assistance for private way repair.
- Preparation of weekly distribution of Board Information.
- Preparation and follow up for Selectmen Meetings.
- Preparation and distribution of all election and town meeting warrants.
- Staffing and maintenance of all polling locations.
- Provide administrative support and information for Town Day Committee.
- Provide administrative support for exceptions to overnight parking ban.
- Preparation and distribution of Proclamations for the Select Board.
- Provide planning and follow up for all Selectmen special events.
- Provide support and resources to the Transportation Advisory Committee and other BOS committees, boards, and commissions.
- Provide administrative support for postings of all meeting notices and agendas for Selectmen Committees.

## Budget Statement

The Select Board's Office will continue to work with the Town Manager and all other Town Departments and officials to maintain the budget. Personnel expenses increase because a part-time clerk has been changed to full-time. The budgets fluctuates subject to the number of elections, and Special Town Meetings in any given year. As Arlington continues to thrive as a popular place for restaurants we expect that revenues from related permits will be maintained.

### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Board of Selectmen</b>				
Managerial	1	1	1	1
Clerical	2.5	2.5	3	3
Professional/Technical	0	0	0	0
<b>Total</b>	<b>3.5</b>	<b>3.5</b>	<b>4</b>	<b>4</b>

## FY2019 Objectives

- Review all board applications for licenses and permits, and update applications and processes across departments.
- Work with the Arlington Tourism and Economic Development Committee to review the committee's priorities and the committee's structure with a focus on developing a sustainable model through which these priorities can be achieved.
- Establish a beautification committee to explore opportunities for enhancing holiday decorations and other aesthetic aspects of the Town.
- Update the Selectmen's Policy Handbook and establish a policy outlining the manner and frequency in which it will be reviewed.
- Continue to enhance accessibility and transparency of Select Board proceedings through the integration of technology.
- Explore the implementation of remote participation for both Board members and residents and the technology that would be necessary to make it practical.

### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Board of Selectmen</b>				
Personnel Services	258,518	259,096	279,979	285,117
Expenses	16,775	22,050	22,050	22,050
Audit	63,000	78,000	78,000	78,000
Annual Report	3,500	3,500	3,500	3,500
<b>Total</b>	<b>341,793</b>	<b>362,646</b>	<b>383,529</b>	<b>388,667</b>

**FY2019 Objectives (cont.)**

- Work to develop a memorandum of agreement with the Town Clerk's Office and the Board of Registrars regarding the management and administration of elections.
- Implement the State mandated Early Voting Process for State and Federal elections.
- Coordinate the repainting and carpet installation of the Selectmen's Chambers.
- Facilitate reorganization of the basement Selectmen archives.
- Facilitate reorganization of electronic archives.
- Revise applications and permits for all license/permit categories.

**Major Accomplishments for 2017**

- Successful implementation and administration of the Commonwealth's Early Voting Initiative.
- Managed five different elections, including State Election/Debt Exclusion (April 2016), State Primary (Sept 2016), Special Minuteman Election (Sept 2016), Presidential Election (Nov 2016), Annual Town Election (April 2017), and Special State Primary Election/State Senator (June 2017), and Special State Election/State Senator.
- Spearheaded the 40th Anniversary of Town Night and Town Day, including all administration and coordination of events.
- Coordinated with Selectmen for planning two Special Town Meetings (October 2016 and April 2017) as well as Annual Town Meeting (April 2017).
- Assisted through explanation/education of residents regarding the Community Choice Aggregation of electricity purchases.
- Coordinated information and meetings in the renewal process of cable contract franchise licenses.
- Supported and implemented revisions of: Special/One Day Licenses, Caterer's Licenses and Fundraiser Events.

**SUB PROGRAM COSTS**

	<b>FY2017 Actual</b>	<b>FY2018 Budget</b>	<b>FY2019 Request</b>	<b>FY2019 Final Budget</b>
<b>Elections</b>				
Personnel Services	51,205	20,088	47,210	47,210
Expenses	85,175	52,536	151,915	151,915
<b>Total</b>	<b>136,380</b>	<b>72,624</b>	<b>199,125</b>	<b>199,125</b>

**Performance / Workload Indicators**

	<b>FY2015 Actual</b>	<b>FY2016 Actual</b>	<b>FY2017 Actual</b>	<b>FY2018 Estimated</b>
<b>Board of Selectmen</b>				
<b>Meetings:</b>				
Town Meeting Preparations	5	8	8	8
Special Town Meeting Preparations	1	2	1	1
Selectmen Meeting Preparations	28	28	28	28
Audit Advisory Meeting Preparations	2	2	2	2
Budget & Revenue Task Force	2	2	2	2
BOS Goal Setting	1	1	1	1



**Select Board**

Joseph A. Curro Jr.  
Daniel Dunn  
Kevin Greeley  
Diane Mahon  
John Hurd

**Board Administrator**

Marie Krepelka

**Office Manager**

**Administrative Assistant**

**Principal Clerk**



## Program Description

The Town Manager's Office implements Town policy and provides management of all operational and support departments, excluding Treasurer/Collector, Town Clerk, Board of Selectmen, and Comptroller Departments.

The Town Manager is responsible for the direct management and supervision of Public Works, Police, Fire, Health and Human Services, Facilities, Inspectional Services, Libraries, Planning and Community Development, Legal/Workers' Compensation, Human Resources, Information Technology, Assessing, and Recreation. It is also responsible for the capital and operating budgets, the Annual Report, insurance, Town website, legislative initiatives, policy recommendations to the Board of Selectmen, and purchasing. It provides staff support for the Community Preservation Act Committee, the Capital Planning Committee, and coordinates public records requests.

The Office approves all Town purchasing, including bid management, assistance in the review and approval of all Requests for Proposals, Request for Quotations, and bids, and encouraging a mutually cooperative relationship with requesting departments, acknowledging that successful purchasing is a result of team work.

## Budget Statement

The FY19 expense budget has increased by \$9,000. The majority of this increase is to pay for dues for the Metropolitan Mayors' Coalition, a group that discusses important issues to cities and towns in our region.

### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Town Manager</b>				
Personnel Services	727,126	778,758	789,814	800,339
Expenses	35,937	33,500	42,500	42,500
<b>Total</b>	<b>763,063</b>	<b>812,258</b>	<b>832,314</b>	<b>842,839</b>

## FY2019 Objectives

- Work with Long Range Planning Committee to update existing multi-year financial plan while also considering opportunities to reduce the Town's structural deficit in preparation for future multi-year financial plans and work with the Budget and Revenue Taskforce to identify financial impact of the Arlington High School building project.
- Investigate reduction of MWRA debt shift as a means of offsetting tax bill impacts of future overrides and debt exclusions.
- Continue to evaluate current methods of delivering various services to ensure that the most productive, cost efficient method is used.
- Continue to pursue grant funding and other revenue enhancing opportunities including grants available to Community Compact program participants.
- Work with legislators and other communities for a more equitable distribution of state resources and identify and communicate the Town's legislative priorities to the local delegation.
- Work with utility companies to explore system upgrades and better coordination amongst varying utilities, specifically focused on better coordination between utility work and Town paving projects, gas leak repair, and double pole removal.
- Advocate for increasing the state match for CPA funding and the full implementation of recommendations of the Foundation Budget Review Commission regarding State Ch. 70 Education Aid.
- Advocate for both MassWorks and MassDOT funding to begin Phase 2 of the Massachusetts Avenue project.
- Work with state and federal legislative delegation to urge the FAA to consider ways to mitigate the noise of flights over East Arlington.
- Continue to work with the School Department on continued implementation of the joint Town/School Facilities Department with a focus on asset inventory and maintenance scheduling.

### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Town Manager</b>				
Managerial	3	3	3	3
Clerical	1	1	1	1
Professional/Technical	2.7	2.7	2.7	2.7
<b>Total</b>	<b>6.7</b>	<b>6.7</b>	<b>6.7</b>	<b>6.7</b>



**FY2019 Objectives (cont.)**

- Work with the Arlington High School Building Committee in determining the preferred plan for renovating/reconstructing Arlington High School and funding the project.
- Complete the construction projects at the Gibbs and Hardy Schools.
- Finalize the sale of the property at 1207 Massachusetts Avenue.
- Work with the ARB and the PTBC on hiring an OPM and architect to begin designing upgrades to the Central School space focused on improving the space used as a Senior Center.
- Work with the PTBC to hire an architect and begin plans for a renovation of the DPW facility.
- Work with the Friends of the Robbins Town Hall Gardens, and the Community Preservation Committee to make improvements to Town Hall and Gardens.
- Work with the Master Plan Implementation Committee to continue the implementation of the key strategies and recommendations contained within the Master Plan, including a continuing focus on the work of the Zoning Recodification Committee and the Residential Study Group.
- Continue to support economic development, business retention, and tourism by working with the Economic Development Coordinator, with a particular focus on reducing the number of retail storefront vacancies in Arlington's commercial districts.
- Work to oppose the current proposal for the Mugar property, protect the wetlands contained within the property, and work toward the best outcome for the property, the neighborhood, and the Town.
- Continue to work with the Arlington Commission on Arts and Culture to support promotional opportunities for arts and culture in Arlington, work to promote the recently approved cultural district, and assist in the implementation of the Arts and Culture Action Plan.
- Work with the Cemetery Commission and ARB to consider the impending shortage of cemetery space.
- Work with stakeholders on identifying land for storm debris and snow storage.

**FY2019 Objectives (cont.)**

- Communicate and coordinate with neighboring communities to identify issues that have regional impacts, including:
  - Work with Cambridge, Somerville, and the MWRA to eliminate all CSO discharges into the Alewife Brook within the next 20 years.
  - Uphold Town Meeting vote to restore Alewife Brook to a Federal Class B waterway.
  - Work with DCR and MassDOT on Alewife Greenway to protect the Town's interests and ensure that appropriate state agencies uphold their commitment to maintenance and vegetation management.
  - Work with state legislators, Cambridge, and Belmont to renew the stormwater joint powers agreement.
  - Investigate the potential for regionalizing an approach to federal stormwater (MS4) permitting.
- Work with the Parking Implementation and Governance Committee on managing the Arlington Center Parking Management Strategy and prepare proposals for the Parking Benefit District.
- Work with the Parking Implementation and Governance Committee on investigating a mobile payment app for parking meters, considering a variable pricing model, enhancing data collection and reporting, and exploring expansion of metering.
- Work with the Planning and Community Development Department as it studies means of getting residents to Alewife with the First Mile, Last Mile grant and as it pursues grant funding to study Bus Rapid Transit.
- Work with ABAC and TAC to leverage the Complete Streets program and promote and encourage multimodal transportation in Arlington, support corresponding infrastructure improvements throughout Town, and explore bike sharing opportunities.
- Work with stakeholders to finalize design and identify funding for the traffic signal at the intersection of Lake Street and the Minuteman Bikeway.
- Work with the Disability Commission and Department of Public Works to continue to aggressively fund and implement ADA accessible curb ramp improvements.



## FY2019 Objectives (*cont.*)

- Initiate comprehensive review of the impact of Waze and other navigations apps on traffic in neighborhoods throughout Arlington.
- Draft updates to bylaw regarding private ways, including an update to the betterment process.
- Continue exploring options for customer service enhancements including enhanced use of website, offering of mobile app for the Request/Answer Center, and connecting citizen requests to the GIS database.
- Receive quarterly reporting from the Request/Answer Center with a focus on volume and response time. Track how long before a request is acknowledged. Monitor long term unanswered requests and explore further metrics that provide value to the Board of Selectmen.
- Work with Public Information Officer to maintain and expand traditional and alternative means to enhance public communication including investigating the implementation of community engagement training.
- Work with the Director of Information Technology to renew the 3 year IT Strategic Plan.
- Work with departments to expand the implementation of online bill payments.
- Continue work with the Energy Working Group, leveraging Arlington's designation as a Green Community, to improve the Town's energy efficiency.
- Investigate further expansion of electric vehicle charging infrastructure for public use.
- Begin bargaining with all bargaining units for a new contract beginning in FY2019.
- Continue to recruit and hire qualified, professional, and excellent employees at all levels of the organization.
- Work to provide organization wide professional development, focused on customer service training.

## Major Accomplishments for 2017

- Completed the renovation of the Stratton Elementary School.
- Completed the six classroom addition to the Thompson Elementary School.
- Launched new version of Open Checkbook, further enhancing the Town's financial transparency.
- Implemented Employee Self Service via the Town's financial platform (MUNIS) thereby providing employees with greater access to payroll information and creating administrative efficiencies via improved self service options.
- Worked with the Energy Working Group and the Board of Selectmen to implement Community Choice Aggregation.
- Installed two electric vehicle charging stations at the Russell Common lot.
- Provided Town Department Heads with training focused on improved customer service and resident communication.
- Received grant funding for various efforts, including climate change preparedness planning, piloting Bus Rapid Transit, and planning for improvements to the Heights Business District.
- Received Government Finance Officers Association Distinguished Budget Presentation Award for the fifth consecutive year.
- Hired new Facilities Director.
- Received a Kenneth Pickard Innovation Award by the MMA for the Vacant Storefront Registry Bylaw.





## Program Description

An ongoing goal of the Board of Selectmen is to enhance public communication and customer service in day-to-day Town operations and in the event of an emergency. The Public Information Officer (PIO) works with all departments to achieve this goal by leveraging existing, and new communication channels and technology to improve efficiencies, effectiveness, and productivity for staff. The PIO promotes the interests of the Town in concert with its goals, encourages participation in Town government, and provides ongoing education aimed at increasing understanding of how the Town operates.

The main communication channels are: the Town's website, Town of Arlington Notices, the Arlington Alert System, social media, and local media. The Town's website supports the online information and outreach activities of 15 departments, multiple divisions, and over 75 committees. It hosts the Request/Answer Center (R/A Center), the Town's online customer service center, where residents can Find Answers, Ask a Question, Make a Service Request, and track them online. Town of Arlington Notices are email notices that deliver information on activities including: public health and public works alerts, election information, trash and recycling reminders, and special Town events. The Arlington Alert System allows the Town to send urgent alerts to residents by phone, text, and email, such as a snow emergency and parking bans.

## FY2019 Objectives

The Town continues to build an extremely valuable relationship with its constituents by providing content and services they seek online. The deployment of the new website (CMS) has been instrumental in our ability to improve performance. Our objectives continue to be:

- Support staff in their public communication and online customer support initiatives.
- Provide timely and accurate information to residents.
- Maintain loyalty/usage of all communication channels.
- Preserve and increase productivity through all communication channels.
- Continue to develop uses of traditional media to communicate with the public.
- Look for opportunities to integrate GIS capabilities to the Town's Request/Answer Center.
- Implement new features/processes to improve communications and transparency.
- Identify and implement strategies and tools to improve ADA compliance on the website.
- Identify and implement improved reporting mechanisms for all Town communication channels to better utilize these channels and Town resources toward delivery of quality customer service.

## Budget Statement

This is the third year utilizing a content management system (CMS) to power the website. The Town continues to build staff capacity by introducing new processes and training on content creation and dissemination. The quality and volume of content is growing to support the Town's communication goals. New metrics to measure content output have been added. In early 2018, the Town will launch a mobile version of the R/A Center to provide greater convenience for residents and improved data entry for staff. We continue to work across the organization to ensure ongoing quality, efficiency, and transparency of service delivery.

## Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
<b>Town Manager</b>				
Purchase Orders				
Processed	5,610	5,629	5,607	5,000
Bids Processed	58	53	59	50

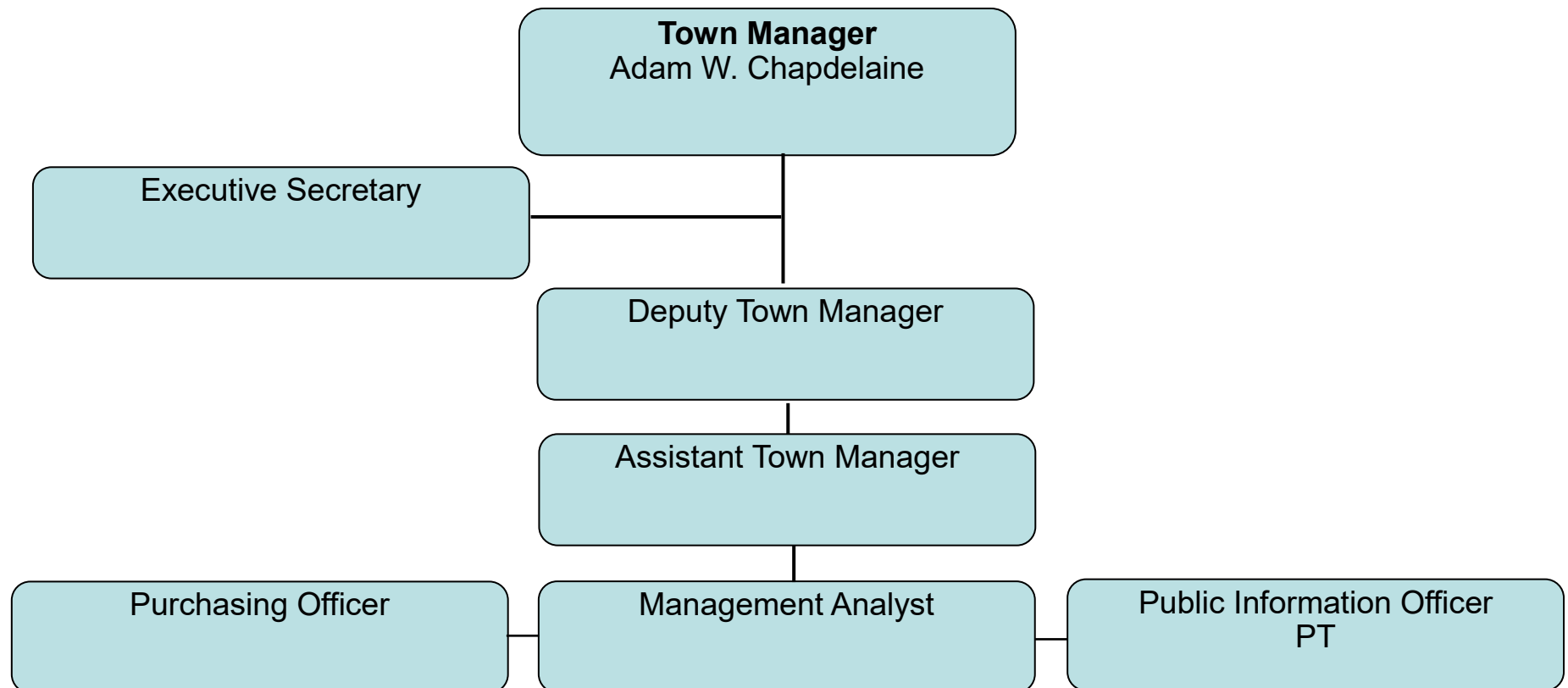


### Major Accomplishments for 2017

- Cross-department meetings and workshops continue to improve content quality and timeliness. Workshops include discussion of requirements and best practices for Americans with Disabilities Act (ADA) compliance.
- Adoption of CMS across the organization continues to rise, with 79 active users at the end of 2017. Adoption of Vision Social by three departments (DPW, Planning, COA).
- Continued outreach of National League of Cities (NLC) [Prescription Drug Card Program](#), a program that offers savings on prescription drugs to residents who have prescriptions that are not covered by insurance. At end of calendar year 2017, \$301,272 in cumulative savings realized by residents. Arlington continues to lead the state and ranks in the top 20 for cumulative savings in the program.
- Major campaigns and events supported in 2017 include: Arlington CCA, Town Meeting, Zoning Recodification. Publications produced: 2016 Annual Report; with DPW, 2016-2017 Recycling & Trash Guide mailed to all Arlington households.
- Development of mobile app for the Request/Answer Center. Due to launch early 2018.

### Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
<b>Public Communications</b>				
Subscribers to Town of Arlington Notices	4,808	5,040	5,206	5,260
% of Growth from previous year	11%	5%	3%	1%
% of households (19,000)	25%	27%	27%	28%
<b>Social Media Town of Arlington Channel only</b>				
Facebook Likes	641	1,055	1,453	1,900
Twitter Followers	587	1,270	1,873	2,100
<b>Website Traffic (arlingtonma.gov)</b>				
Page Views	1,482,761	1,731,811	1,712,542	1,630,375
Visits/Sessions	520,205	649,723	673,421	632,627
Unique Visitors/Users	264,376	320,351	323,854	324,409
Visitor Loyalty- # of Uniques Visited Over 200 Times	17,754	22,625	24,762	22,229
<b>Request/Answer Center: System Stats</b>				
Answers Viewed on Portal	299,288	312,237	253,219	196,339
**Productivity Preserved in Hours/Answers Viewed	24,941	26,020	21,102	16,362
*New Customer Registrations	2,226	1,805	1,592	2,030
Questions/Requests Created	3,512	3,501	2,964	3,194
Questions/Requests Closed	3,102	3,519	2,895	3,010
<b>Content Creation/Dissemination</b>				
Calendar Events	1,420	1,379	1,046	1,100
News Articles	362	591	600	600
Email Notices (News, Agendas, RFPs)	506	538	531	535





### Program Description

The Human Resources Department is a four person team consisting of a Director, Assistant Director, Benefits Administrator, and part-time Assistant Benefits Administrator. The Department's primary objectives are to protect the Town from employment liability issues and to provide quality, professional support to our employees and managers.

The Department administers the town's classification, compensation and benefits programs in compliance with Federal and State Labor Laws, along with local collective bargaining agreements. The Director serves as a primary contact for the Town's six labor unions and is a member of the Town's collective bargaining team. Additionally, the Department deals with a wide variety of workplace issues and seeks to improve the quality and effectiveness of town services by recruiting the best employees, and reviewing and improving Departments' organizational structures.

The Department works to ensure the fair and equitable treatment of all Town employees. The Department administers Health Insurance and other benefits for all active town and school employees as well as retirees. The Department advertises position openings: screens, interviews, and selects the most qualified candidates for positions; maintains the Town's classification and pay plan and ensures compliance with Civil Service Laws, as well as state and federal employment laws. The Department also addresses a wide range of employment matters including disciplinary matters and workplace investigations.

The Town and School Human Resources staffs are committed to a collaborative effort in providing quality service to employees and retirees. We also continue to invest in developing a culture of trust with our labor unions and employees, which in turn helps indemnify the Town from costly employment litigation.

### Budget Statement

Human Resources functions are stable and the budget for FY19 is level funded.

### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Human Resources</b>				
Personnel Services	264,010	276,394	291,628	297,303
Expenses	50,850	56,450	56,450	56,450
<b>Total</b>	<b>314,860</b>	<b>332,844</b>	<b>348,078</b>	<b>353,753</b>

### Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
<b>Human Resources</b>				
Health Insurance Contracts Managed	1,909	1,888	1,923	1,905
Opt Outs	70	70	71	69
Life Insurance Contracts Managed	977	992	985	981
Life Insurance Claims Processed	40	16	36	35
Vacancy Postings	31	49	38	40
New Hires	27	47	32	40
Promotions	6	3	5	7
Retirements	13	10	20	15
Resignations/Separations	5	17	18	17

### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Human Resources</b>				
Managerial	1	1	1	1
Clerical	2.5	2.5	2.5	2.5
Professional/Technical	0	0	0	0
<b>Total</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>



## FY2019 Objectives

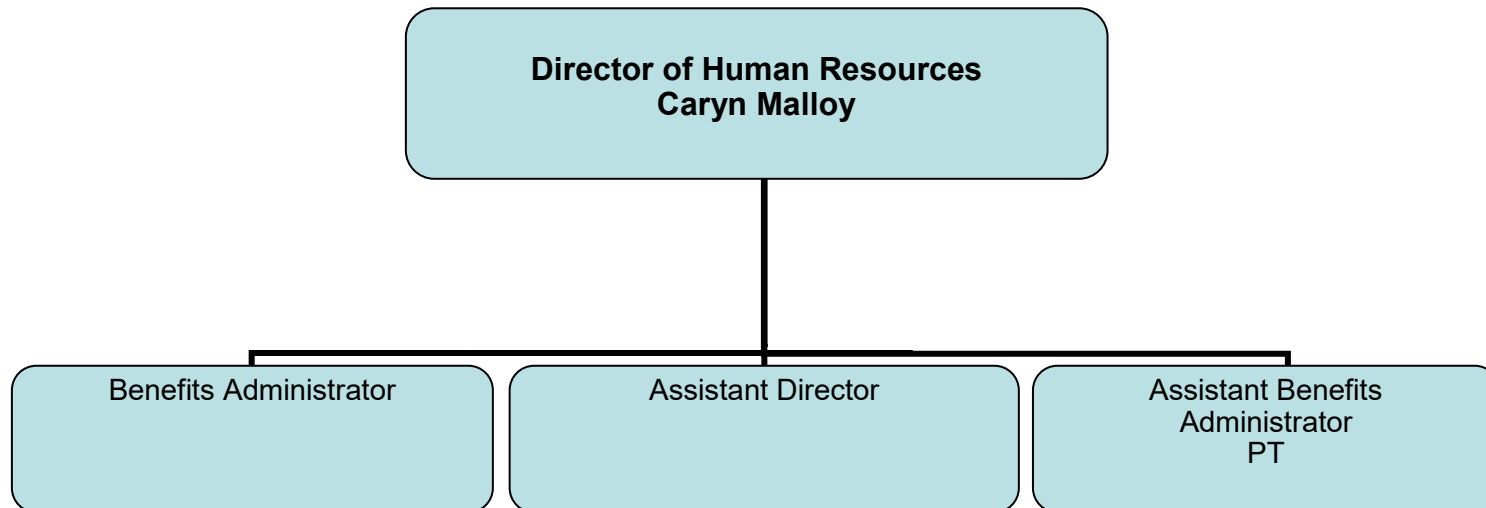
- Continue to seek new and creative ways to recruit and retain the very best employees to work in Arlington.
- Facilitate Department Head level diversity and inclusion training on unconscious bias in the hiring process and managing and hiring a diverse and inclusive workforce.
- Fully transition to digital management of all personnel actions and successfully support town personnel in the implementation of MUNIS payroll functions and other Human Resources functions.
- Effectively administer the GIC health insurance plans and ensure our employees and retirees feel properly supported in understanding their benefits, including understanding of the Health Reimbursement Account Program. Conduct regular and strict auditing of receipts for payment of health, life, and dental insurance.
- Expand content of the HR pages of the Town's website to improve communication and transparency both internally and externally.
- Further update filing systems and document procedures to ensure successful smooth operation of the office for current and future staff.
- Continue to partner with and support the Arlington Public Schools Human Resources Department to improve communications, operations, and ensure even application of employment policies.
- Implement and monitor changes to the myriad local, state and federal employment laws including but not limited to the Massachusetts Pay Equity Law and Massachusetts Pregnant Workers Fairness Act. Better communicate with employees and protect the Town from employment liability issues.
- Maintain good relations and continue to encourage productive communications with labor unions. Successfully bargain and integrate successor agreements into collective bargaining agreements and make them available on the Town's website.

## Major Accomplishments for 2017

- Partnered with Union and Retiree leadership to make an informed decision for the Town to continue to receive health insurance benefits through the Group Insurance Commission. The Town would have had

## Major Accomplishments (cont.)

- to notify the GIC by December 1, 2017 if it intended to withdraw from the GIC effective July 1, 2018. This decision commits the Town to the GIC for a minimum of another two fiscal years (FY19 and FY20).
- Successfully updated comprehensive Town and School Benchmark Compensation Survey and initiated successor bargaining discussions with town unions for agreements to commence July 1, 2018. The Town updated a salary study of 100 Town and 100 School positions in relationship to our comparable communities. The list of comparable communities (Belmont, Brookline, Medford, Melrose, Milton, Natick, Needham, North Andover, Reading, Stoneham, Watertown and Winchester) was developed in 2012 in partnership with Town, School and Union elected and appointed officials.
- Expanded the content available on the HR pages of the Town's website, including collective bargaining agreements, saving staff time and interruption and providing easy public access.
- Initiated the process of appropriately categorizing crucial HR documents to ensure successful smooth operation of the office for current and future staff. The department plans to expand cross-training of staff and strives for greater consistency in onboarding and exit procedures.
- Completed the update of the Town and Employee Handbook. The Handbook is easier to understand and more clearly categorizes employment laws and town policies such as the Town's Anti-Discrimination/Anti-Harassment Policy.
- Among the searches the Director facilitated over the course of the year were recruitments for Energy and Project Manager and Deputy and Assistant Directors of IT. These searches utilized assessment center style evaluations and talented professionals from across Town departments and from within the community. The result is the recruitment of three highly talented and well qualified individuals to these positions.
- Worked closely with Department Heads to successfully facilitate a number of labor relations issues, disciplinary matters, and workplace investigations.





### Program Description

The Comptroller's Office is responsible for the Town's books of accounts and financial records, verifying appropriations for all purchase orders, processing invoices for payment, approval of all payrolls and other warrants, balancing monthly appropriation reports, and other financial reporting as governed by Federal and State government agencies. The Comptroller serves as an ex-officio member of the Arlington Retirement Board.

The Comptroller is responsible for the coordination of the annual independent audit of the Town, and is also responsible for providing quarterly revenue and expenditure reports to the Board of Selectmen, Town Manager, Town Treasurer, and Chairman of the Finance Committee. Whenever applicable, the Comptroller shall make recommendations regarding the Town's financial condition.

The Comptroller's office continues to perform all duties in a timely and professional manner. The Comptroller's mission is to present a complete and accurate statement of the Town's financial condition. The Office of the Comptroller is the "watchdog" for Town spending, ensuring that all financial and accounting activities adhere to Town By-Laws and all applicable State and Federal laws.

### Budget Statement

The telephone system costs have been transferred to the IT department.

### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Comptroller</b>				
Personnel Services	363,412	363,579	328,326	328,326
Expenses	113,091	99,697	29,697	29,697
<b>Total</b>	<b>476,503</b>	<b>463,276</b>	<b>358,023</b>	<b>358,023</b>

### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Comptroller</b>				
Managerial	1	1	1	1
Clerical	3.3	3.3	2	2
Professional/Technical	1	1	1	1
<b>Total</b>	<b>5.3</b>	<b>5.3</b>	<b>4</b>	<b>4</b>

### Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
<b>Comptroller</b>				
General Fund - Free Cash Certified	9,074,598	9,701,131	9,186,749	6,000,000
Water/Sewer Enterprise Fund- Retained Earnings certified	8,546,621	7,188,427	7,299,339	5,000,000
Youth Services Enterprise Fund- Retained Earnings certified	23,056	37,349	44,349	30,000
COA Transportation Enterprise Fund- Retained Earnings certified	63,211	80,209	50,658	50,000
Rink- Retained Earnings certified	77,154	78,839	357,573	175,000
Recreation- Retained Earnings certified	205,874	381,219	446,480	200,000
Accounts Payable batches	819	780	1,552	1,300

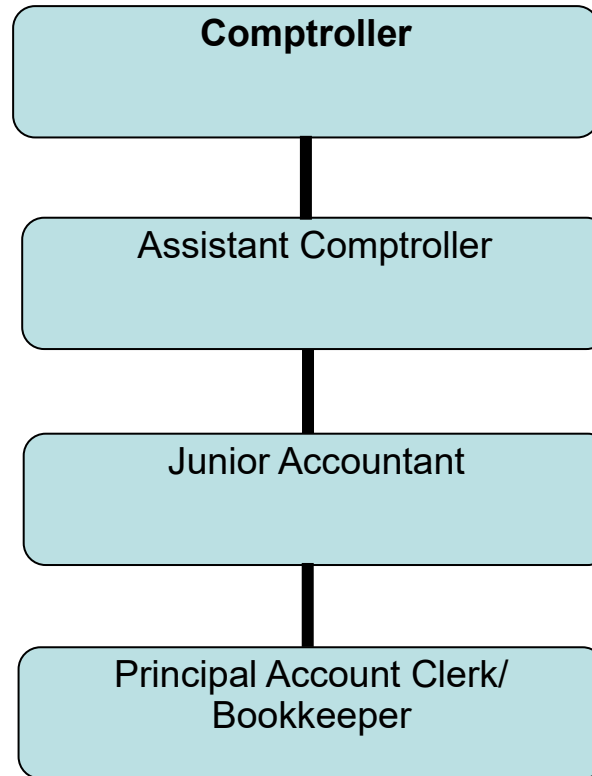
**Major Accomplishments for 2017**

- Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association for the Town of Arlington's Comprehensive Annual Financial Report (CAFR) for the Fiscal Year Ending June 30, 2016.
- Closed books on FY2017 and completed and enhanced the Town's independent audit in accordance with the GFOA's Certificate of Achievement of Excellence in Financial Reporting (CAFR) to show that the Town and the Comptroller's office will, for the 2nd year, go beyond the minimum requirements of generally accepted accounting principles to prepare comprehensive annual financial statements and reports that evidence of the spirit of transparency and full disclosure.
- Coordinated review of Arlington High School's FY2016 student activity fund with Roselli and Clark, CPA, who issued a report on applying agreed-upon procedures in relation to the student activity accounts guidelines for Massachusetts school districts for the School Committee and the Board of Selectmen.
- Assisted in the implementation of new Treasury MUNIS modules as well as the overall upgrade from MUNIS 9.4 to MUNIS 11.2, which has provided the Town efficiencies and strong internal controls as to how the Town handles its cash, accounts receivable, and motor vehicle excise taxes.
- Overhauled payroll warrant process by requiring all departments to sign off on weekly payroll proofs, and created procedures for reconciling signed payroll proofs to final payroll warrant, ensuring proper accounting for compensated absences, overtime, and all personal actions that affect payroll.
- Implemented accounting procedures for the newly adopted Community Preservation Act and assisted in creating policies and procedures as to how approved projects will be administered between the Comptroller's office and the Community Preservation Committee.
- Reviewed and reconciled all balances with Town Manager's office to ensure all actions of the Community Preservation Committee are recorded and accounted for as voted.

**FY19 Objectives**

- Work with Treasurer's office to implement MUNIS Parking and Utility Billing modules and synergize these operations between the Treasurer's and Comptroller's office.
- Decentralize Accounts Payable process allowing departments to enter their own invoices into the MUNIS system to eliminate manual processes and to streamline financial operations of the Town.
- Continue to assist in the creation of MUNIS work-flow in the MUNIS financial system to ensure proper controls are in place. Assist in the automation the processing of personnel action forms using the same work-flow and business rules strategies in order to create efficiencies and eliminate manual processes that are currently used for personnel actions for all new and existing employees.
- Continue to assist the School Committee, Superintendent, and School CFO to establish policies and implement corrective action plans for findings from the FY2016 report on applying agreed-upon procedures in relation to the student activity account guidelines for Massachusetts school districts.
- Perform departmental audits as deemed necessary to help identify, assess, and evaluate internal controls of Town Departments.
- Professionalize governmental financial operations wherever possible.







### Program Description

The Office of Treasurer & Collector of Taxes is responsible for the management, collection, and custodianship of all funds and receipts belonging to the Town of Arlington. Under state law the Office of the Treasurer and Collector of Taxes is responsible for all Treasury, Collector, and Payroll operations. In addition, Town bylaws have assigned postal operations to the Treasurer's office. The Payroll Division, through a Memorandum of Agreement established in 2002, reports to the Superintendent of Schools. The Treasurer also serves as Parking Clerk.

The Town Treasurer and Collector of Taxes is responsible for directing, managing, collecting and fulfilling all billing of Real Estate Tax, Motor Vehicle Excise Tax, Personal Property Tax, Water & Sewer utility billing, parking violations, and the complete collection and processing for these billings; receiving all monies from Town and School departments, securing and depositing Town monies, and in accordance with Massachusetts General Laws, for managing, planning, and directing the Town's financial policies relating to cash management, investment management, and debt management. The Treasurer performs his fiduciary responsibility by developing investment and borrowing strategies based on financial best practices, consulting with financial advisors and investment institutions, and participating in government finance officer's seminars and conferences.

### Budget Statement

The Treasurer's Office continues to scrutinize its current budget for any potential savings, while being mindful of the critical importance to maintain resources sufficient to collect, invest and/or process FY2019 revenues.

#### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Treasurer</b>				
Personnel Services	636,248	633,401	612,876	612,876
Expenses	147,441	159,063	165,063	165,063
<b>Total</b>	<b>783,689</b>	<b>792,464</b>	<b>777,939</b>	<b>777,939</b>

### FY2019 Objectives

- Complete conversion from ICS to MUNIS for our Water/Sewer collection systems.
- Absorb the ACH fee for constituents making online payments to increase utilization of online payments.
- Convert Parking and Water/Sewer payments from MCC/Official Payments to InvoiceCloud.
- Continue to increase our investment income.
- Continue to work with our partners to ensure we are receiving best rates possible.
- Increase functionality to enable payment by phone and payment by text for all tax types.



### Major Accomplishments for 2017

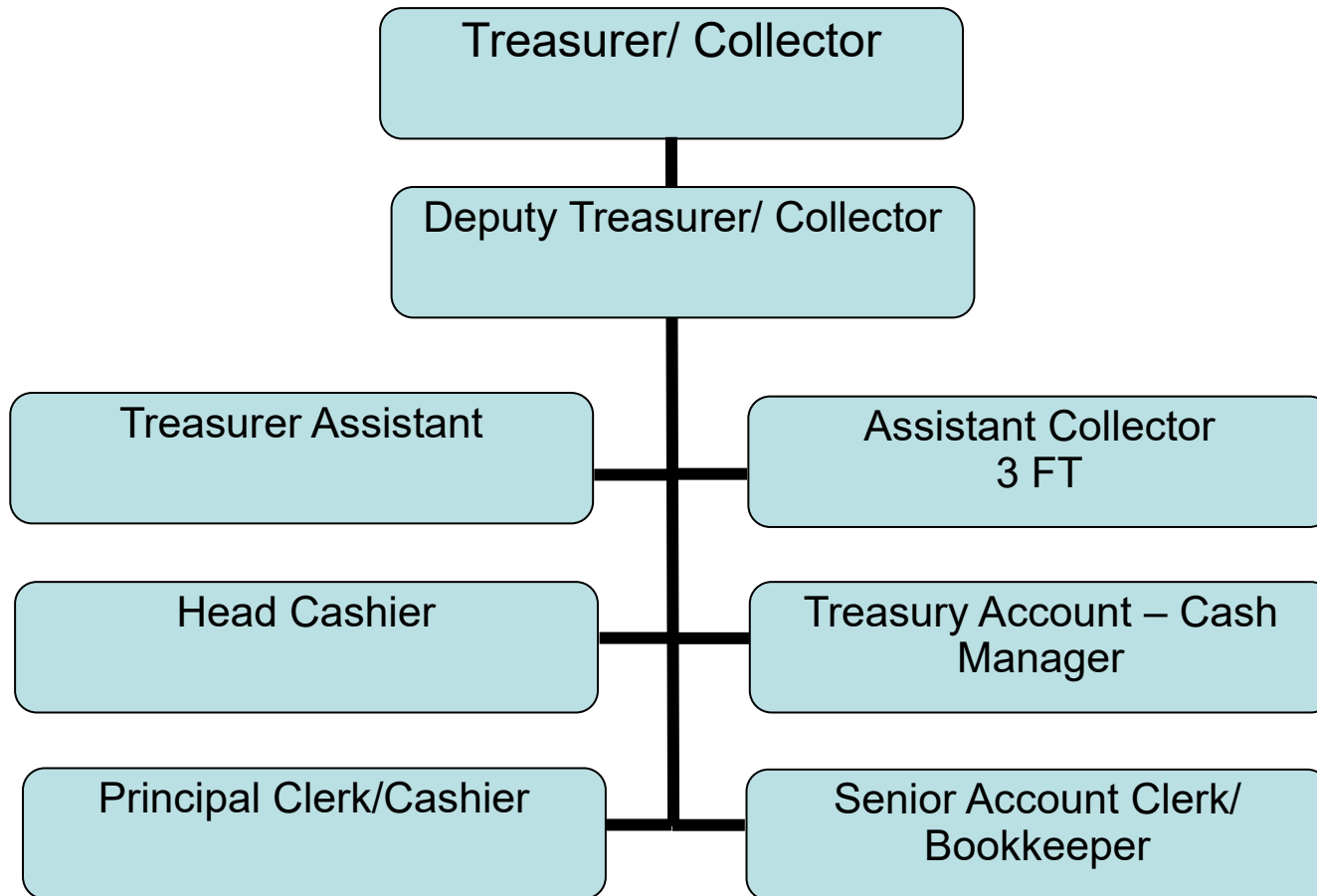
- Worked with IT, Comptroller, and the Assessor's Office to fully complete the conversion from ICS, our In-house collection software from 1980 to Munis for Real Estate, Personal Property, Tax Title, Tax Deferral, Cash Management, and Motor Vehicle Excise.
- Converted our online payment application for Real Estate, Personal Property, Motor Vehicle Excise and donations from MCC/Official Payments to InvoiceCloud, allowing customers to take advantage of autopay and scheduled payments.
- Set up InvoiceCloud for various departments' online payments and began taking online payments for Municipal Lien Certificates.
- Implemented a paperless billing option for Real Estate and Personal Property.
- Began and completed the conversion from ICS to Munis for Parking.
- Worked with our vendors, primarily Century Bank, to maintain or reduce fees across the board.
- Increased investment income from \$41,000 in FY16 to \$329,266 in FY17.
- Implemented Payment Entry Town wide, eliminating the need for 910 forms which reduces the opportunity for inaccurate entries.
- Attained a top rating of Triple-A (AAA) from Standard & Poor's rating agency in FY18.
- Town Audit found Treasurer's operation in full compliance for FY2017
- Continued to manage Town of Arlington's relationship with Investment Advisor. Trust Funds 5-Year average is 9.06% net.
- Managed the successful borrowing of \$35,780,000.
- Administered the Arlington Citizens Scholarship Foundation, which provides financial assistance to Arlington residents attending higher education. Awarding 99 scholarships, totaling \$150,750 in June 2017.
- Installed a third cashier window to increase customer service.
- Formed an Investment Advisory Committee to review Town's Investment Policy and Practices.

### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Treasurer</b>				
Managerial	1	1	1	1
Clerical	7	8	8	8
Professional/Technical	2	1	1	1
<b>Total</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

### Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
<b>Treasurer &amp; Collector</b>				
Real Estate Bills Processed	61,128	61,749	61,094	61,216
Motor Excise Bills Processed	35,912	35,335	36,767	37,120
Water Sewer Bills Processed	50,068	50,060	50,309	50,182
Delinquent Notices - Combined	20,062	18,815	20,059	21,160
<b>Total Bills Issued:</b>	<b>167,170</b>	<b>165,959</b>	<b>168,229</b>	<b>169,678</b>
Liens from Water / Sewer delinquency (less than 1.75% of total commitment)	\$ 223,348	\$ 200,872	\$ 220,873	\$ 216,348
Municipal Lien Certificates processed	1,244	1,270	996	1,105
Municipal Lien Certificate revenue	\$ 62,200	\$ 63,540	\$ 49,805	\$ 55,250
Deputy Tax Collection revenue	\$ 56,936	\$ 62,161	\$ 43,163	\$ 51,000
<b>Total Various Liens / Collections:</b>	<b>\$ 342,484</b>	<b>\$ 326,573</b>	<b>\$ 313,841</b>	<b>\$ 322,598</b>





## Program Description

The Postal Operation is a division of the Office of the Treasurer and Collector of Taxes. The postal operation is responsible for the collection and mailing of all Town and School mail at the lowest possible postage rates. The following details the responsibilities of postal operations:

- Manage daily operations of Town and School outgoing mail.
- Schedule, distribute, process and mail all Motor Excise, Real Estate, Water, and Parking bills.
- Process special mailings for other departments.
- Schedule and process bulk mailings.
- Operate and maintain major mailing equipment: processing machines, folding machine, and postage machine.
- Interpret and comply with postal regulations.
- Provide consultation and advice on mail design and costs to departments.

## Budget Statement

The retooling of operating procedures that the U.S. Postal Service is experiencing is expected to create a significant impact in the cost to the Town, as well as how the Town's postal division processes all outgoing mail. The Treasurer continues to monitor and effectuate the latest changes from the U.S. Postal Service to determine the impact on the 2018 - 2019 postal budget. Postage rates have remained constant since the rate increase in 2015 to \$.49 per 1<sup>st</sup> class stamp. All mailing is evaluated to determine lowest rate.

## FY2019 Objectives

- Implement paperless billing for all Water and Sewer bills to increase customer satisfaction and reduce postage expenses.
- Work with HR, Payroll, IT, and Town Manager to reduce number of Town and School mailings.

## Major Accomplishments for 2017

- Implemented paperless billing for all quarterly Real Estate bills to increase customer satisfaction and reduce postage expenses.
- Processed and mailed 274,717 total pieces of Town and School mail
- Mail processed at the lowest possible postage rate. All Tax and Utility billing done at lowest possible 1<sup>st</sup> Class Bulk Mail Rate, \$.40 per piece.
- Reduced delinquent notices being sent by increased collection efforts and targeted reminder notices.

### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Postage</b>				
Personnel Services	30,626	31,245	31,245	31,245
Expenses	181,842	179,583	179,583	179,583
<b>Total</b>	<b>212,468</b>	<b>210,828</b>	<b>210,828</b>	<b>210,828</b>

### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Postage</b>				
Managerial	0	0	0	0
Clerical	0.66	0.66	0.66	0.66
Professional/Technical	0	0	0	0
<b>Total</b>	<b>0.66</b>	<b>0.66</b>	<b>0.66</b>	<b>0.66</b>

### Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
<b>Postage</b>				
Bills Mailed: Real Estate, Water/Sewer, Motor Vehicle Excise and Parking	167,170	146,801	148,170	150,000
Other Town Mailings	74,569	78,282	91,627	95,000
Other School Mailings	51,718	57,560	34,920	41,000
<b>Total</b>	<b>293,457</b>	<b>282,643</b>	<b>274,717</b>	<b>286,000</b>



Treasurer

Deputy Treasurer

Output Media Handler



### Program Description

The Assessor's Office values all real estate (residential, commercial, and industrial) and personal property in the Town of Arlington for the purpose of "ad valorem" taxation. This process involves discovering, listing, and valuing over 14,000 residential properties, which includes single-family homes, multi-family homes, condominiums, and apartment buildings. There are over 400 commercial and industrial properties and over 350 personal property accounts, which must be reviewed on an annual basis. The office also receives over 35,000 motor vehicles excise records from the Registry of Motor Vehicles, which must be processed and committed to the Tax Collector.

In addition, the functions of the Assessing Office include updating tax map information in regard to property sales and subdivisions; tracking the yearly additions in value triggered by the building permit process and computation of "new growth"; monitoring and recording all changes in property ownership through information received from the Registry of Deeds; inspecting in a timely manner all properties sold in Arlington; receiving and processing with the Board of Assessors all real estate and personal property abatement applications and exemptions within statutory timelines; conducting taxpayer scheduled abatement hearings; representing the Town of Arlington at the Appellate Tax Board; assisting realtors, appraisers and taxpayers seeking information on Arlington's 15,000+ Real and Personal property accounts; and supplying the Board of Selectman with all the information required in the setting of the tax rate at the annual classification hearing. This office also provides quality service to all customers in the performance of the above described duties.

### Budget Statement

The Board of Assessor's budget for FY2019 will be a level service budget.

### FY2019 Objectives

- Collaborate with the Planning Department on a build out analysis to project a tax base analysis of anticipated mixed use development.
- Successful completion of the cyclical data collection program.
- Plan and secure funding for the FY20 town wide revaluation program.
- Maintain fair and equitable and consistent assessing practices for all properties.
- Ensure the accuracy of all assessments for real and personal property accounts.
- Provide public access to property records and information that will be helpful to taxpayers.
- Continue to improve all functions of the Assessor's Office to serve the taxpayers more efficiently.

#### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Assessors</b>				
Personnel Services	271,131	281,059	287,053	289,146
Expenses	29,649	32,648	32,648	32,648
<b>Total</b>	<b>300,780</b>	<b>313,707</b>	<b>319,701</b>	<b>321,794</b>

#### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Assessors</b>				
Managerial	1	1	1	1
Clerical	3	3	3	3
Professional/Technical	0	0	0	0
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>



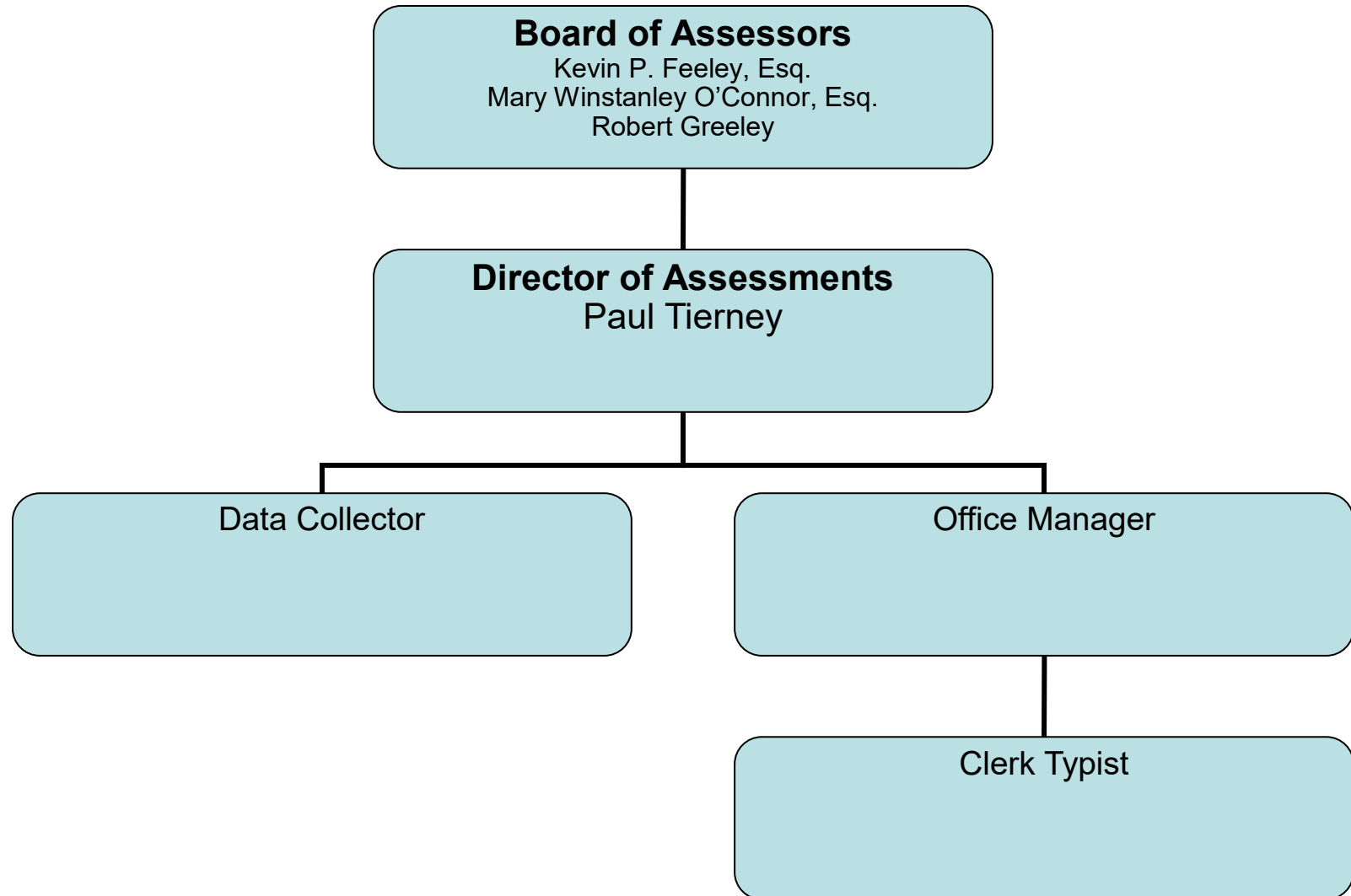
### Major Accomplishments for 2017

- Commenced Department of Revenue mandated cyclical Data Collection program. The collection and maintenance of current and accurate property inventory data is a critical element in the development of fair, uniform market values.
- Collaborated with the Treasurer's office to implement new financial collection software, including new online payment system.
- Updated Assessor's webpage to include a frequently asked questions link.
- Provided all calendar year 2015 real estate sales for FY17 real estate values on the Assessor's webpage.
- Successfully partnered with the Board of Selectmen, Town Manager, and Health and Human Services to launch the Senior Work Off program to provide tax relief.
- Timely committed all bills for real estate, personal property, and motor vehicle excise tax to the Tax Collector.
- Continued to work interdepartmentally in a cost effective and efficient manner.
- Timely processing of all exemptions and abatements.

### Performance / Workload Indicators

Assessor	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
Real Estate Bills processed	15,193	15,341	14,959	15,000
Motor Vehicle bills processed	44,000	44,000	35,400	40,000
Personal Property bills processed	363	414	374	360
Real Estate and Personal Property Abatements	75	140	100	90
Motor Vehicle Excise abatements	1,835	1,820	1,810	1,800
Citizen Inquiries	8,500	8,700	8,700	8,500







### Program Description

The integrated Town and School Information Technology Department was created by the 2007 Town Meeting. The changes in the Town bylaw provided that the functions of the Department fell into three broad categories:

1. Town and School desktop and server hardware, networking, telecommunications, and software infrastructure support;
2. Town and School administrative applications, implementation, training, and support; and
3. School Academic applications implementation, training, and support.

The first two functions are under the management of the Town Manager and are supported in this budget item. The third function is under the School Superintendent and is supported in the school budget. The Information Technology Department is responsible for assessing, purchasing, supporting, implementing, and maintaining over 2,000 desktop computers, 4,000 tablets, 500 laptops, over 300 printers, 20 servers, 300 projectors, Town wired network infrastructure and School wired and wireless network infrastructure (including 525 wireless access points and 100 network routing and switching devices), electronic communication systems, Geographic Information System, the MUNIS financial software system, PowerSchool (student information system), electronic security systems, online student registration system, integrated collection system, automated meter reading system, teacher evaluation system, attendance system, Patriot Assessors system, and numerous Town and School Web sites.

### Budget Statement

The operating budget increased because the telephone system's budget has been transferred from the Comptroller's Department to the Information Technology Department. The expense budget additionally increased by \$17,500 to pay for Munis software support, as the department makes use of new modules.

#### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Information Technology</b>				
Managerial	1	1	1	1
Clerical	1	1	2.3	2.3
Professional/Technical	5.3	5.6	5	5
<b>Total</b>	<b>7.3</b>	<b>7.6</b>	<b>8.3</b>	<b>8.3</b>

### FY2019 Objectives

- Perform School Network Security Audit in order to upgrade the system.
- Create School Social Media Policy.
- Issue VOIP RFP, Choose Vendor, and begin implementation.
- Complete Implementation of MUNIS Tax Collection's System as well as MUNIS Employee Self Service.
- Move instructional technologies and IT Infrastructure into newly renovated Gibbs School.
- Investigate, choose and implement new Enterprise Wide Messaging System (e-mail).
- Complete Feasibility Study for AHS Building Project and finish design of IT infrastructure.



### Major Accomplishments 2017

- Replaced Town and School Spam, Malware, and Virus Protections.
- Implemented new procedures to reduce paper processing. Workflows for requisitions, purchase orders, payment entry, and invoice processing eliminated duplications of efforts between departments entering information, reduced the amount of paper transferred between departments, and expedited the entry of receivables and payables into MUNIS, all while maintaining proper controls.
- Implemented a MUNIS cashiering product, Tyler Cashiering, which allows the Treasurer's office to quickly retrieve resident tax account information, process payments, scan checks, and print receipts.
- Accounts Receivable (AR) Processing – a new schema for AR accounting was created in MUNIS allowing the decentralization of accounts receivable entries. Previously, the receivable process was largely manual and included several duplications of effort whereby individual departments manually created deposit forms, the information on which was entered by the Treasurer into a customized tracking system, ICS, and then entered into MUNIS by the Comptroller. Now deposit entry is done at the department level, with workflow approvals by the Treasurer and Comptroller, providing proper controls without the duplication of effort.
- Online application development for department requests: Public Records Requests, Vacant Storefront Registrations, and APS Student Flu Vaccine Registrations.
- Developed workflows and implemented digital meeting management using Novus Agenda for the Arlington Redevelopment Board, for the Planning Department and Town Meeting, for Town Manager's Office.
- Replaced Open Checkbook.
- Migrated Point of Sale system from RecTrac to MyRec for Recreation Department and the Rink and in conjunction with WiFi initiative at the Arlington Reservoir.
- Increased the size of the two School Internet Circuits from 500mb to 1Gig each.
- Relocated telephone infrastructure along with iPad, Chromebook carts, and all teacher and administrative laptops, Apple TV's, and printers from the modular classrooms and into the newly renovated Stratton classrooms for September opening of school.

### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Information Technology</b>				
Personnel Services	650,210	685,202	665,111	673,392
Expenses	202,462	318,153	433,775	433,775
<b>Total</b>	<b>852,672</b>	<b>1,003,355</b>	<b>1,098,886</b>	<b>1,107,167</b>

### Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
<b>Information Technology</b>				
Computer Upgrades	73	70	50	65
Printer Upgrades	14	15	12	14
Server Upgrades	3	2	9	4

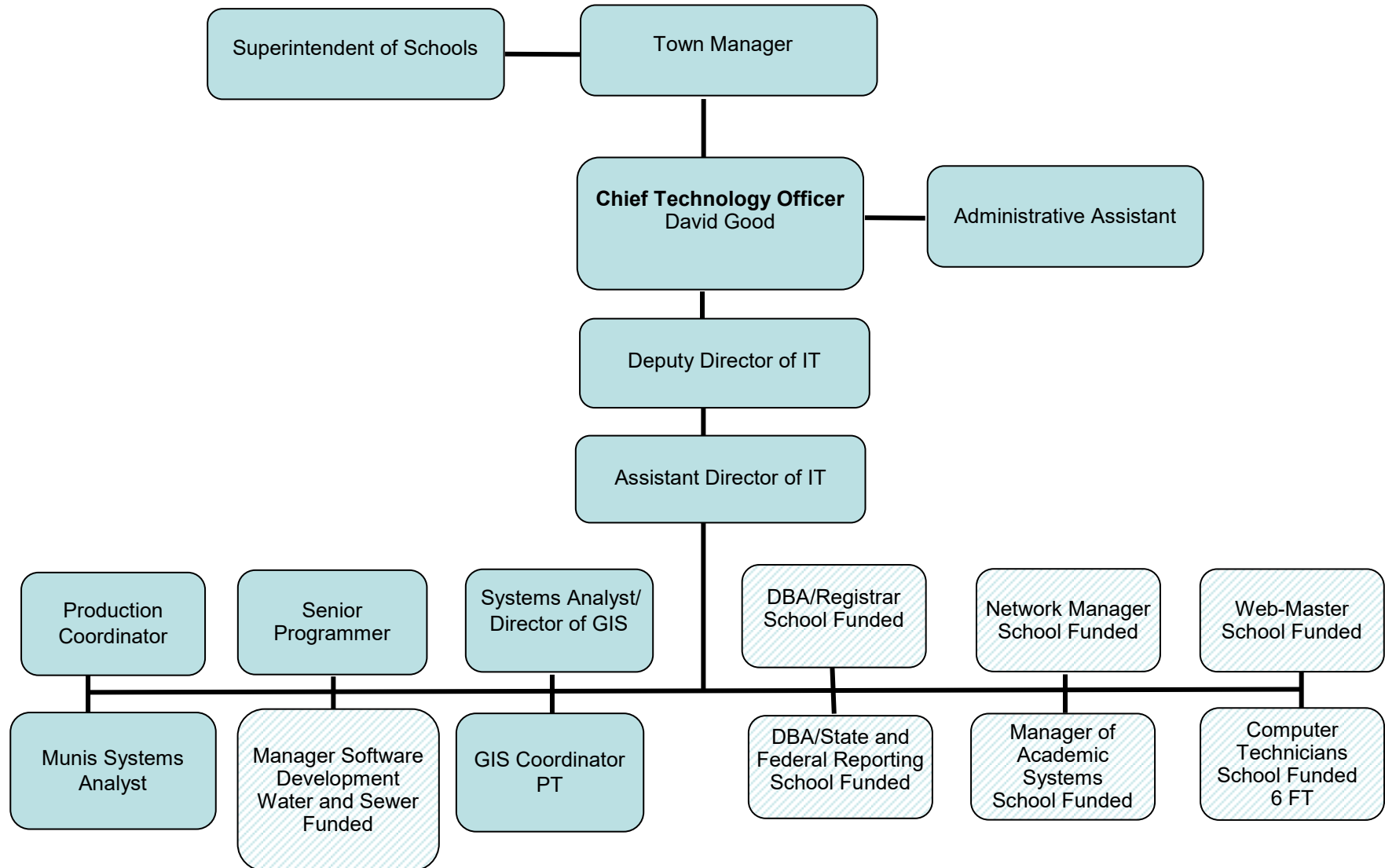
### Major Accomplishments 2017 (cont.)

- Installed two portable video security cameras at AHS.
- Moved classroom technology infrastructure (Wireless, Apple TV's, iPads and Carts from Thompson temporary classrooms into the newly constructed Thompson Classrooms.
- Built data and voice infrastructure for the relocated AHS MillBrook program.
- Tested and implemented "Follow Me" printing system to enable teachers and school administrators to print documents anywhere in the district with the use of a secure card access module for 47 Ricoh fax, printer and scanner devices throughout the Arlington Public School System.
- Provided infrastructure, audio visual and technical support of Town Meeting and Special Town Meeting that enables the integration of presentation material, electronic voting, cable television, and wireless coverage.
- Continued to add multiple building Energy Management Systems to network infrastructure.
- Implemented School Interoperability Framework for all State Reporting, SIMS, SCS, EPIMS, and SSDR.
- Implemented Standard Based Report Cards for the elementary schools.



### Major Accomplishments 2017, *(cont.)*

- MCAS electronic testing be this year for grade 4 at five elementary schools, grades 3, 4, 5 at two elementary schools and the entire Ottoson middle school (6, 7, 8). Electronic MCAS and ELL testing will increase to all Elementary grades next year.
- Setup pilot for science (STE) electronic testing grade 8 and 5 (Brackett).
- Managed logistical movement and supported network wiring drops needed for Ottoson front office re-design.
- Rolling out new cloud hosted Town Helpdesk tool.
- Integrated a number of new billing applications with new electronic payments provider, Invoice Cloud.





### Program Description

The Legal Department commences, prosecutes, and defends all legal actions and other matters on behalf of the Town in all state and federal courts and administrative agencies. The Department functions as a full-service law office handling nearly all of the Town's litigation in-house. In addition to its litigation function, the Department furnishes legal opinions and advice on a daily basis on matters referred to it by the Board of Selectmen, the Town Manager, the School Department, and the various Town Department Heads. Additionally, the Department provides legal advice to all Town officials, boards, committees, and employees concerning their legal responsibilities and prerogatives, attends meetings, and counsels Town departments on legal issues related to operational and project-related matters as they arise. The Department investigates all claims, advises and monitors Town regulatory compliance, and coordinates all legal affairs of local government. The Department also administers, manages, and litigates the entire Town's workers' compensation, police and fire line-of-duty, and municipal liability self-insurance programs.

The Department drafts, reviews, and approves a wide range of legal instruments including agreements, applications, contracts, licenses, releases, leases, easements, deeds, and a multitude of other documents required for the orderly accomplishment of the Town's increasingly complex municipal legal issues.

The Department will continue to handle as many legal matters in-house as is professionally responsible in an attempt to contain outside counsel costs. Historically, during state and national fiscal downturns, claims against municipalities tend to increase. The various Town departments have, and will continue to be, counseled in claims avoidance practices and procedures. The Department has updated its claim management system in order to more efficiently and effectively process liability and workers compensation claims, which has helped to contain costs and expenses. The enhanced network pharmacy program has continued to be both cost effective and beneficial to injured Town employees. The Department will continue its efforts to explore opportunities to mitigate injury risk potential and resulting claim exposure.

### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Legal</b>				
Personnel Services	455,392	462,242	468,548	473,077
Expenses	188,385	135,002	135,002	135,002
<b>Total</b>	<b>643,777</b>	<b>597,244</b>	<b>603,550</b>	<b>608,079</b>

### Budget Statement

This is a level services budget.

### Major Accomplishments for 2017

- Appeared regularly in the courts and administrative bodies of the Commonwealth in the prosecution and/or defense of the Town, including garnering dispositive motions in favor of the Town, successful hearings, and favorable resolutions of matters which limited Town liability.
- Developed processes and prosecuted local administrative matters on behalf of the Town boards and bodies to promote public health and safety in Arlington.
- Investigated and defended thirty-one open M.G.L. Chapter 84 claims (injuries or property damage as a result of a claimed defect in a public way) pending against the Town.
- Investigated and defended forty-three open M.G.L. Chapter 258 claims (Massachusetts Tort Claims Act) pending against the Town.
- Represented the Town in contract and non-Chapter 84/258 claims and disputes involving the Town, including successful defense, avoidance of litigation, or resolution, and co-operative efforts with other municipalities to assert the Town's rights.



## Major Accomplishments for 2017 (cont.)

- Successfully litigated and concluded several workers' compensation claims. This resulted in a significant savings to the Town. Effectively implemented a new point of first medical contact for injured employees resulting in the provision of quality medical care in a more convenient and timely manner.
- Pursuant to M.G. L. Chapter 41 §§100 & 111F, subrogation claims were filed against third parties deemed to be responsible for injuries to our uniformed personnel. Monetary recovery on these claims has been returned to the General Fund.
- Prepared warrant articles, reports, bylaw amendments, proposals and position options and other documents for Annual Town Meeting and two Special Town Meetings, including advising Departments and committees with respect to Municipal Modernization Act provisions, evolving recreational and medical marijuana issues, and the new Public Records laws. Appeared at all sessions to advise Town Meeting.
- Supported Town departments with contract drafting, negotiations, review, revisions and research and recording of real property instruments, including closing out Community Safety Building project, the disposition of Town real estate interests, and drafting grant agreements, memorandum of understanding or agreement.

## FY2019 Objectives

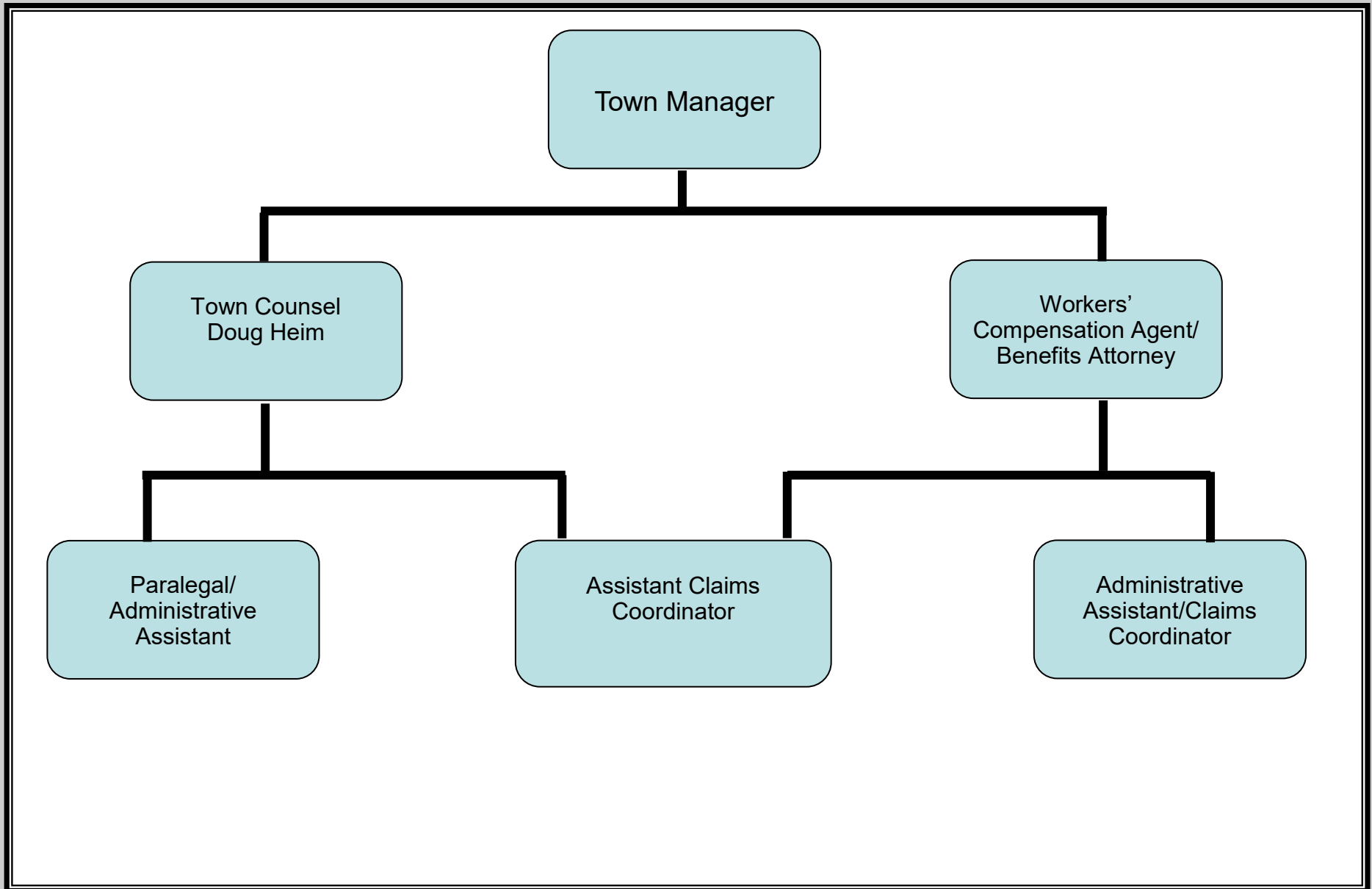
- Defend and pursue the Town's interests in active and potential litigation matters, including following the directives of Town Boards and Commissions to assert the Town's rights and policies regarding land use and development.
- Work with Town Departments on efforts to recover and protect Town financial resources from contracted entities and other parties.
- Develop and promulgate requested legal and policy positions in a variety of substantive areas, including assisting various stakeholders in evaluating future policies for land use, zoning, and emerging issues.
- Foster increased collaboration with other municipalities and State offices to best leverage the Town's legal positions.

## Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimate
<b>Legal/Worker's Compensation</b>				
MGL Chapter 84 Claims:				
<i>Personal injury/property damage as a result of a claimed defect in a public way</i>				
Total	50	30	31	42
Claims closed	13	9	9	10
New claims	8	17	9	15
MGL Chapter 258 Claims:				
<i>Massachusetts Tort Claims Act</i>				
Total	50	46	43	43
Claims Closed	14	14	18	18
New claims	21	13	16	15
Fire - Injured on Duty Claims	27	33	12	20
Police - Injured on Duty Claims	5	10	9	15

## STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Legal</b>				
Managerial	2	2	2	2
Clerical	1.5	1.5	1.5	1.5
Professional/Technical	1	1	1	1
<b>Total</b>	4.5	4.5	4.5	4.5







### Program Description

The Town Clerk's Office ensures accurate compliance with constantly changing State Laws relative to the Town Clerk and Registrars of Voters and provides efficient and courteous service to the general public. The Department's primary responsibilities are the following:

- Conduct all elections in conformance with federal and state laws and regulations, prepare the ballot for local elections, certify and report results, and administer campaign finance laws for local elections.
- Record, file, index, and certify all documents, licenses, permits, and vital statistics (births, deaths, and marriages).
- Serve as Clerk to Town Meeting, take attendance, certify votes, submit bylaw articles to the Attorney General for approval, and publish and codify the Town's Zoning and General Bylaws.
- Conduct an annual listing of all residents/voters, maintain the State's Central Voter Registry, and publish the Annual Street List.
- License dogs, storage of flammable materials, and raffles.
- Maintain a high level of customer service providing general information to both the public and other Town departments.
- Swear in newly elected officials, police officers, and appointed/reappointed committee members.
- Certify nomination papers, petition forms, residency, voter certificates, welcome home bonus certificates, and warrant articles.

### Budget Statement

As in the past years, the Town Clerk's Office and the Registrar's have requested a level funded operating budgets for Fiscal Year 2019. It has not increased prices for several years and hopes to be able to continue to do so for the public.

The Town Clerk's Office will always maintain the quality of service to the residents of Arlington.

### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Town Clerk</b>				
Personnel Services	243,462	248,466	237,859	239,715
Expenses	30,667	28,860	28,860	28,860
<b>Total</b>	<b>274,129</b>	<b>277,326</b>	<b>266,719</b>	<b>268,575</b>

### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Town Clerk</b>				
Managerial	1	1	1	1
Clerical	2.23	2.23	2	2
Professional/Technical	1	1	1	1
<b>Total</b>	<b>4.23</b>	<b>4.23</b>	<b>4</b>	<b>4</b>

### FY2019 Objectives

- Have the ability to use credit cards in the near future.
- Preserve vital records via scanning.



### Major Accomplishments for 2017

- Submitted all bylaw amendments voted at town meeting to the Attorney General's Office for approval.
- Completed bond certification documents to be filed by the Treasurer's Office and submitted loan authorization materials to the Department of Revenue.
- Sent electronic documents to those Town Meeting Members that signed up for them.
- Emailed ballots to voters living overseas.

### Elections

- Annual Town Election— April 1, 2017
- Annual Town Meeting— April 24, 2017
- Special Town Meeting— April 26, 2017
- Special Election (Minuteman)- June 14, 2016

### Performance / Workload Indicators

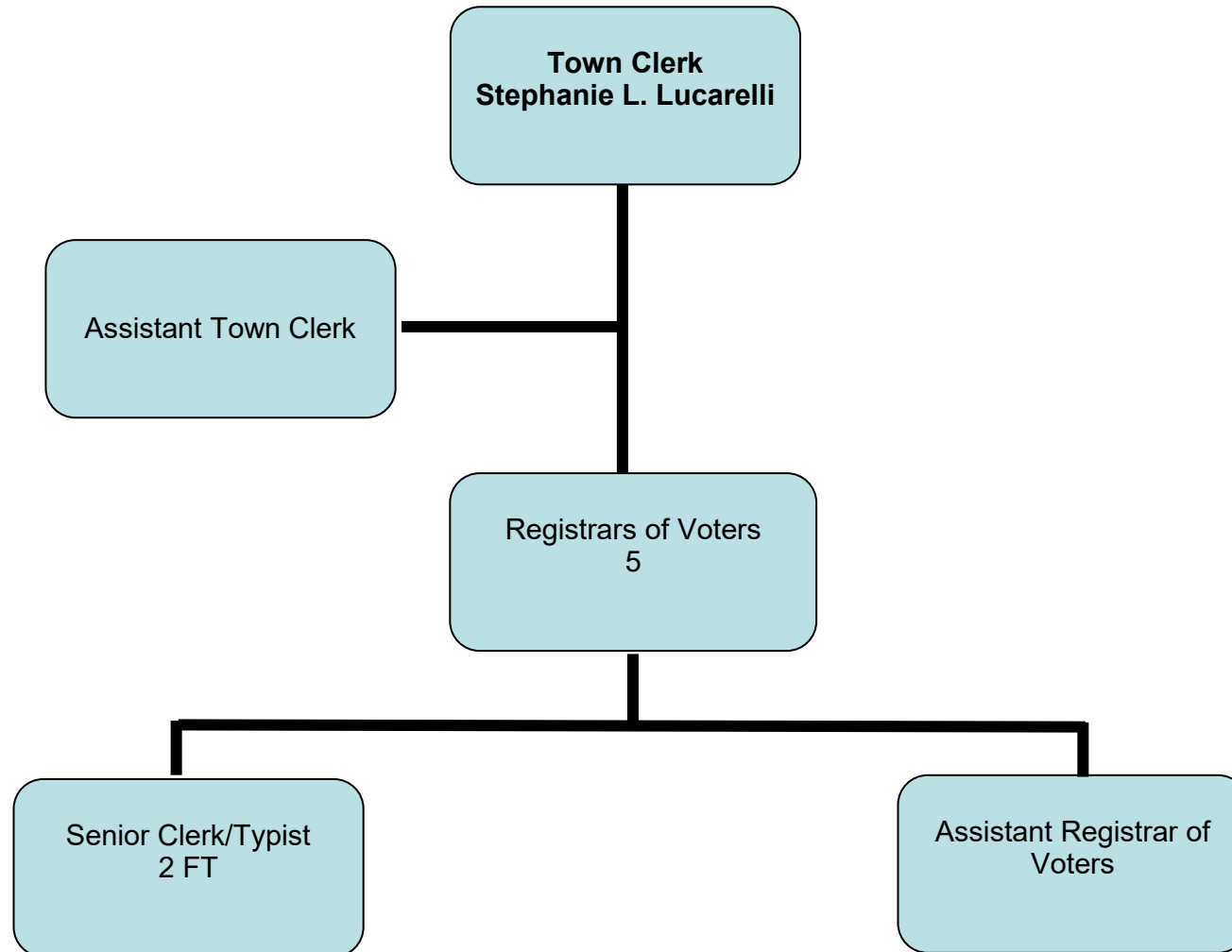
	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
<b>Town Clerk</b>				
Marriage Licenses	196	198	183	200
Death Certificates	353	384	377	400
Birth Certificates	606	577	519	550
Dog Licenses	2,200	2,258	2,277	2,300
Town Meeting Sessions	5	5	5	5
Special Town Meeting Sessions	1	1	1	1
Registered Voters	30,846	30,225	32,291	33,000
Fees Generated	\$105,428	\$106,000	\$91,266	\$ 110,000

### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Board of Registrars</b>				
Personnel Services	52,881	55,316	55,315	55,615
Expenses	7,422	13,550	13,550	13,550
<b>Total</b>	60,303	68,866	68,865	69,165

### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Board of Registrars</b>				
Managerial	0	0	0	0
Clerical	1	1	1	1
Professional/Technical	0	0	0	0
<b>Total</b>	1	1	1	1





### Program Description

The Treasurer, as the Parking Clerk appointed by the Board of Selectmen, manages the collection of parking fines and issues parking permits and:

- Collects payments for parking violations issued by the Police Department.
- Collects, processes, and reconciles all monies received from parking meters.
- Bills delinquent parking violations.
- Resolves parking violation appeals through a hearing process.
- Marks and clears delinquent parking tickets with the Registry of Motor Vehicles.
- Manages the operation of parking machines/kiosks in Town, with maintenance support from DPW/Maintenance.
- Manages, administers and processes all parking permits and the special permits program.

### Budget Statement

The Treasurer participates in the Parking Implementation and Governance Committee (PIGC), working with the Town Manager to implement new parking strategies within the Town, including the municipal parking lots, and new single-space meters along Massachusetts Avenue.

### Major Accomplishments for 2017

- Oversaw installation and collections of new multispace parking meter in the library lot.
- Begin implementation of new collection and billing software, Munis, converting from ICS, our proprietary software that has been in use since 1980.
- Implemented a fixed parking ticket appeal time coinciding with Board of Selectmen meetings .
- Update Town website to include additional Parking information.

### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Parking</b>				
Personnel Services	83,686	91,695	70,551	70,551
Expenses	41,928	41,080	41,080	52,380
<b>Total</b>	<b>125,614</b>	<b>132,775</b>	<b>111,631</b>	<b>122,931</b>

### STAFFING

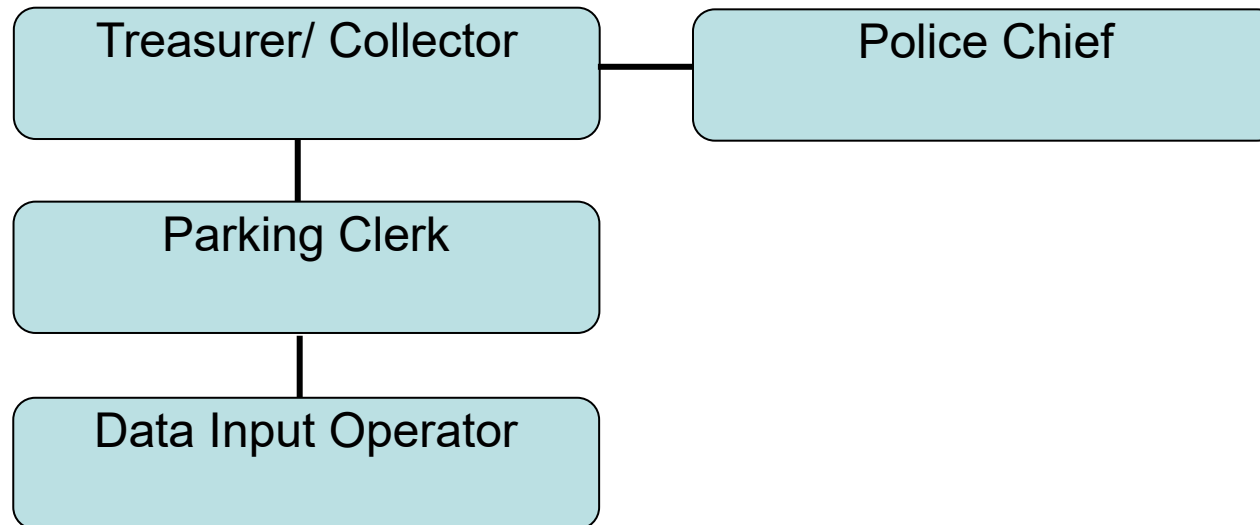
	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Parking</b>				
Managerial	0	0	0	0
Clerical	1	1	1	1
Professional/Technical	0	0	0	0
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

### FY2019 Objectives

- Work to reduce costs associated with collecting coins from both the single space and multispace parking meters.
- Work with the Parking Implementation and Governance Committee to implement projects associated with the Parking Benefits District.
- Clearly define and implement parking regulations for Municipal employees .
- Complete MUNIS Parking module implementation.

### Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimates
<b>Parking</b>				
Number of tickets issued	12,196	12,743	18,037	19,000
Revenue	\$ 366,273	\$ 327,310	\$ 387,443	\$ 400,000
Meters Collected	\$ 61,108	\$ 34,920	\$ 357,139	\$ 425,000
Parking Permits	\$ 152,451	\$ 138,216	\$ 110,371	\$ 110,000
<b>Total Viol. / Meter / Permit Revenue</b>	<b>\$ 579,832</b>	<b>\$ 500,446</b>	<b>\$ 854,953</b>	<b>\$ 935,000</b>





### Program Description

The Arlington Department of Planning and Community Development (DPCD) is committed to improving the quality of life for Arlington's residents by improving housing opportunities, transportation access, economic development to enhance the vitality of our business districts and generate commercial tax revenue, providing opportunities for low and moderate income households, and preserving and promoting the Town's natural, historic, and cultural resources. DPCD is focused on planning, redevelopment, and creating future development opportunities. DPCD oversees planning and community development activities within the Town. The staff are involved in many key Town initiatives including implementation of the Master Plan, Mass Ave Phase II planning, Complete Streets, and efforts in our business districts. The Department has administered the Town's federal Community Development Block Grant Program since the program's inception in 1974. The Menotomy Weatherization Program serves Arlington, Belmont, Cambridge, Lexington, Somerville, Waltham, and Watertown residents by helping eligible homeowners and renters make their homes more energy efficient. The Department provides staff support to the Arlington Redevelopment Board, the Town's Planning Board and redevelopment authority. The ARB manages three town buildings: Jefferson Cutter House with Whittemore Park, Central School, and 23 Maple Street.

### Budget Statement

The budget includes a new Senior Transportation Planner position who will address increasing neighborhood traffic concerns and work with the Transportation Advisory Committee on larger transportation projects across Town. It also include monies to hire a consultant to advance public art programs and projects and implement the Arts and Culture Action Plan.

### FY2019 Objectives

- Continue implementation of Master Plan with particular focus on advancing Housing, Economic Development, Transportation, and

### PROGRAM COSTS

Rental Properties & Redevelopment Board	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
Personnel Services	63,576	-	-	-
Expenses	7,439	10,800	10,800	10,800
Gibbs	185,210	-	-	-
Parmenter	15,000	15,000	15,000	15,000
Dallin Library	5,000	5,000	5,000	5,000
<b>Total</b>	<b>276,225</b>	<b>30,800</b>	<b>30,800</b>	<b>30,800</b>

### PROGRAM COSTS

Planning & Community Development	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
Personnel Services	418,491	536,993	616,322	626,444
Expenses	18,667	28,695	25,195	25,195
<b>Total</b>	<b>437,158</b>	<b>565,688</b>	<b>641,517</b>	<b>651,639</b>

### STAFFING

Planning & Community Development	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	4	5	6	6
<b>Total</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>8</b>

### STAFFING

Rental Properties & Redevelopment Board	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
Managerial	0	0	0	0
Clerical	0	0	0	0
Custodial/Bldg.Maint.	0.5	0	0	0
<b>Total</b>	<b>0.5</b>	<b>0</b>	<b>0</b>	<b>0</b>



## FY2019 Objectives (cont.)

Historic and Cultural Resource Areas strategies by:

- Amending Zoning Bylaw to ensure consistency with the Master Plan.
- Continuing implementation of Housing Production Plan, including adding units to the Subsidized Housing Inventory.
- Continuing implementation of Open Space and Recreation Plan.
- Continuing implementation of Arts and Culture Action Plan.
- Administer Community Development Block Grant program.
- Develop an Arlington Heights Vision and Action Plan.
- Develop an Arlington Center Urban Renewal Plan.
- Develop Assessment of Fair Housing with North Suburban HOME Consortium, including strategies to comply with fair housing laws.
- Work with property owners and developers along major corridors to encourage mixed-use, residential, and commercial development.
- Continue work in business districts to understand their challenges and opportunities and direct resources to assist with business development, recruitment, and retention.
- Continue implementation of Vacancy Registry Bylaw, including assisting property owners with marketing of available spaces, installing public art in vacant spaces, and enforcing maintenance of properties.
- Secure design and construction funding for Massachusetts Avenue Streetscape Phase II Plan.
- Make capital improvements and ensure financial stability of properties in the Arlington Redevelopment Board portfolio, including significant renovations to the Central School (Senior Center and Town offices).
- Advance the Arlington Cultural District designated by the Massachusetts Cultural Council.
- Review ZBA cases, licenses, and permits.
- Make improvements to the Arlington Center Parking Benefits District.
- Bring a no cost, dockless bike sharing system and work with neighboring municipalities to ensure seamless operations.
- Pilot Bus Rapid Transit program aimed at improving commute times along the Route 77 line on Massachusetts Avenue.
- Develop a vulnerability assessment and identifying actions to build the Town's resilience to the effects of climate change using funding through the Municipal Vulnerability Preparedness Program.
- Implement final design and construction of new signal system at the intersection of the Minuteman Bikeway and Lake Street.
- Finalize first phase of work for updating the *Inventory of Historically or Architecturally Significant Property in the Town of Arlington*.

## Major Accomplishments for 2017

- Implemented the Master Plan, including the continued work of the Zoning Recodification Working Group to recodify the Zoning Bylaw; the Residential Study Group to address concerns regarding new construction in neighborhoods; the Historic Resources Working Group to improve communication and coordination among the Historical Commission, the Historic Districts Commission, the Arlington Historical Society, and Town staff to improve preservation of the Town's historic resources; the Mill Brook Study Group to enhance the Mill Brook's environmental value and economic development potential to the Town.
- Completed an Arts and Culture Action Plan.
- Began implementation of the Housing Production Plan.
- Advanced design solutions for the intersection of the Minuteman Bikeway and Lake Street.
- Implemented the Arlington Center Parking Management Plan, including Town Meeting adopting a Parking Benefits District, which will use parking meter revenue for improvements in Arlington Center.
- Sought design and construction funds for Massachusetts Avenue Streetscape Phase II.
- Received Massachusetts Cultural Council designation for the Arlington Cultural District.
- Hired OPM for Central School renovation project.
- The CDBG program accomplished the following:
  - Installed 35 ADA-compliant ramps to make streets and sidewalks more accessible.
  - Supported 10 public service agencies to assist lower-income older people with daily transportation, access to jobs, access to healthy foods, scholarships to athletic and summer camp programs, and access to mental health services; reached 1,668 households .
  - Housing Corporation of Arlington completed acquisition and pre-development for 117 Broadway and made capital improvements to properties in their portfolio.
  - Arlington Home Improvement Loan Program issued one new loan to an income-eligible homeowner.
  - Supported design work for the Arlington Housing Authority Life and Skills Building at Menotomy Manor.

# Fiscal Year 2019 Budget



## Planning and Community Development Rental Properties & Redevelopment Board

### Performance / Workload Indicators

Planning & Community Development	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
CDBG Funds Administered	\$ 1,084,871	\$ 1,042,348	\$ 1,033,162	\$ 1,029,587
Other public or private grant funds secured	\$ -	\$ -	\$ 1,227,430*	\$ 913,475
Plans, Designs, and Analyses	40	40	40	40
Room rental fees	\$ 5,000	\$ 11,027	\$ 14,167	\$ 10,000
Room reservations administered	550	576	416	400
Sign Permit Applications Reviewed	20	10	20	20
Contracts negotiated and administrated	10	5	10	10
Zoning Board Applications reviewed	10	19	22	20
Business/Merchants Assisted	75	75	161	200
EDR special permits administered	12	10	8	8
Licenses reviewed			24	25

\*\$741,889 funded the Menotomy Weatherization Program

Rental Properties- General Fund Revenue	2016 Actual	2017 Actual	2018 Budget	FY2019 Final Budget	\$ Change
Gibbs Revenue	\$ (318,819)	\$ (340,381)	\$ -	\$ -	\$ -
Parmenter Revenue	\$ (219,060)	\$ (223,155)	\$ (227,332)	\$ (227,332)	\$ -
Dallin Revenue	\$ (45,116)	\$ (45,116)	\$ (45,116)	\$ (45,116)	\$ -
<b>Total</b>	<b>\$ (582,996)</b>	<b>\$ (608,652)</b>	<b>\$ (272,448)</b>	<b>\$ (272,448)</b>	<b>\$ -</b>

### Major Accomplishments, (cont. )

Menotomy Weatherization Program.

- \$23,000 from the Executive Office of Energy and Environmental Affairs Municipal Vulnerability Preparedness Program to develop a vulnerability assessment and identify actions to build the town's resilience to the effects of climate change.
- \$15,000 from the Massachusetts Historical Commission Survey and Planning Grant and \$101,000 from Arlington's Community Preservation Act funds to update the *Inventory of Historically or Architecturally Significant Property in the Town of Arlington*.
- \$47,325 from the Mass. Dept. of Environmental Protection to restore and enhance a portion of the Upper Mystic Riverfront by creating a riverbank habitat and improving stormwater quality.
- \$87,216 from the Mass. Executive Office of Energy and Environmental Affairs, Land and Water Conservation Fund to address erosion and improve accessibility at Spy Pond.
- \$65,000 from Arlington's Community Preservation Act funds to create a plan and design for Whittemore Park.
- \$81,095 in District Local Technical Assistance funds through the Metropolitan Area Planning Council to assist with an Arlington Heights Vision and Action Plan (kick-off in 2018) and the Arlington Arts and Culture Action Plan.
- \$100,000 in Barr Foundation funds to launch a bus rapid transit pilot program improve commute times along the Route 77 line.
- Secured \$2,000 from the Mass. Office on Disability to update the Town's ADA Self-Evaluation and to create a Transition Plan.

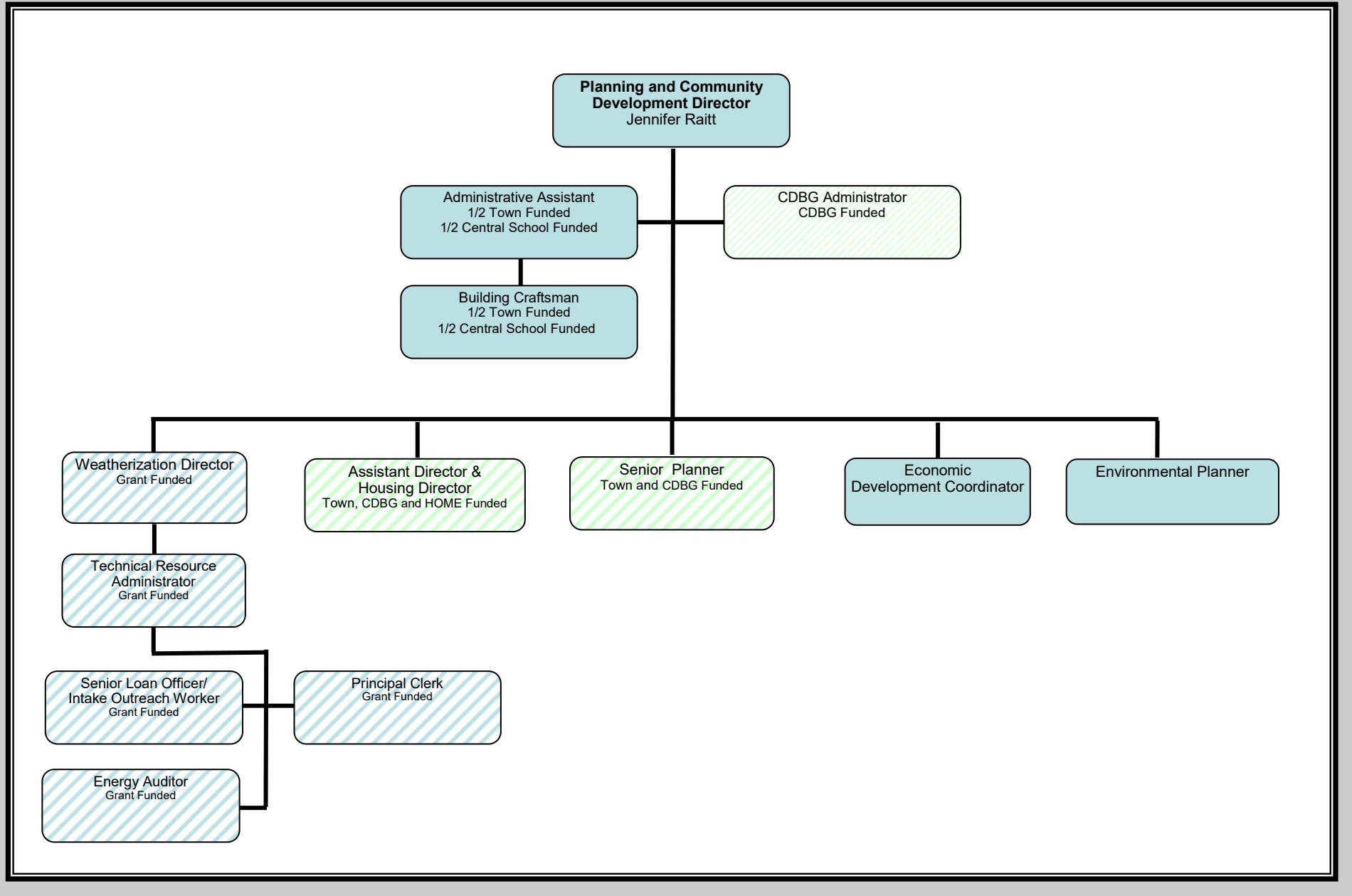
### Performance / Workload Indicators

Conservation Commission	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
Commission meetings attended	24	27	23	30
Conservation Permits - Reviewed and Issued	14	21	18	20
Site inspections	50	25	19	50
Filing Fees	\$ 4,679	\$ 10,709	\$ 10,438	\$ 10,500

### Major Accomplishments, (cont. )

- Hired a consultant to provide an assessment of town arts organizations and make recommendations for restructuring as part of the Arlington Arts and Culture Action Plan.
- Began implementation of Vacancy Registry Bylaw which helped reduce vacancies from 17 to five across Arlington's business districts.
- Secured multiple grants:
  - \$345,310 from the Mass. Department of Housing and Community Development and \$396,570 from Eversource and NGrid for the







### Program Description

The Zoning Board of Appeals interprets and enforces the Zoning Bylaw for the Town of Arlington. Hearings are generally held on the second and fourth Tuesdays of the month, as needed. The Board is comprised of the Chairman and four appointees, including an attorney and a licensed architect who listen to testimony and render decisions based on a unanimous vote of the board. It is the Board's responsibility to issue the legal documentation required relative to the approval or denial of each petition. There are also two alternate members who may sit in absence of a regular member.

### Budget Statement

The Zoning Board of Appeals has a level funded budget for FY19.

### FY2019 Objectives

- Work with the Inspections Division and the Planning Department to provide the services required to support the Zoning Bylaw.
- Provide prompt and informed decisions on all applications submitted to the Zoning Board of Appeals.
- Make decisions that uphold the original intent of the Zoning Bylaw.
- Instill confidence in petitioners and applicants that they have been rendered a fair and equitable decision.

### Major Accomplishments for 2017

- The Zoning Board of Appeals heard and rendered 22 petitions for special permits and variances.

#### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Zoning Board of Appeals</b>				
Personnel Services	20,788	22,220	22,220	22,681
Expenses	3,709	10,100	10,100	10,100
<b>Total</b>	<b>24,497</b>	<b>32,320</b>	<b>32,320</b>	<b>32,781</b>

#### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Zoning Board of Appeals</b>				
Managerial	0	0	0	0
Clerical	0.5	0.5	0.5	0.5
Professional/Technical	0	0	0	0
<b>Total</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>

#### Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
<b>Zoning Board of Appeals</b>				
Applications	24	14	15	30
Hearings			34	45
Revenue	\$ 9,600	\$ 5,600	\$ 8,400	\$ 12,000



Zoning Board of Appeals  
5 Member Board

Principal Clerk  
1 PT



## Program Description

The Facilities Department is responsible for the maintenance of all Town and School operated buildings. This includes seven Elementary Schools, the Ottoson Middle School, the High School, the Robbins and Fox Libraries, Town Hall, four DPW Buildings, three Fire Stations, the Mt. Pleasant Cemetery chapel and garage, the Whittemore-Robbins House, the Parmenter, the Gibbs School, and Central School, the Jefferson-Cutter House, the Mt. Gilboa House, the Reservoir Beach House, and the Spy Pond Field House.

The Department coordinates the repair and maintenance for buildings based on standards for maintenance levels in order to improve the conditions of the facilities, as well as evaluate the capital needs of Town and School buildings. The Department has created an annual Preventive Maintenance schedule to maintain the Town's buildings consistently. The Department also manages custodians who clean Town and school buildings. The Department makes recommendations regarding capital improvements to the Capital Planning Committee.

## Budget Statement

The budget for FY19 will decrease by \$21,312, due to a reduction in the building cleaning contract as a result of staff reassignment.

## PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Facilities</b>				
Personnel Services	395,474	424,599	463,457	466,413
Expenses	278,639	406,414	346,244	346,244
<b>Total</b>	674,113	831,013	809,701	812,657

## STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Facilities</b>				
Managerial	1	1	1	1
Clerical	0	0	0	0
Professional/Technical	2.33	4.83	4.83	4.83
<b>Total</b>	3.33	5.83	5.83	5.83

## Major Accomplishments for 2017

- Successfully applied for, received and completed \$179,698 Green Communities grant for sustainable projects including the following:
  - Brackett School - LED Lighting Upgrades.
  - Dallin School - Gym Air Handler VFD and Control.
  - Ottoson School - LED Lighting Upgrades.
  - Town - Purchased two Electric Vehicles.
- AHS - Worked on request for proposal and selection process for Owner's Project Manager (OPM), Skanska.
- DPW - Worked on request for proposal and selection process for Owner's Project Manager (OPM), KV Associates.
- Bishop School parking lot storm water retention tank project - Worked on proposal and bid specs.
- Robbins Library - Selected design team and worked on requests for proposal for building envelope repairs.
- Completed multiple roofing projects at the Department of Public Works.
- Ottoson Middle School - Replaced failing roof top heating/cooling unit.
- Ottoson Middle School - Remodeled front vestibule, with security upgrades.
- Arlington High School completed major repairs to elevator.
- DPW Cemetery Chapel - Ongoing repairs and upgrades; completed roofing, heating and cooling systems, and masonry work.
- Brackett School- Installed new domestic hot water system.



### Major Accomplishments (*cont.*)

- Hardy School repairs to roof top unit heating/cooling unit.
- Preventive Maintenance on all HVAC equipment throughout the Town's buildings.
- Decreased phone calls for work orders to close to 0% by using the online work order system, SchoolDude.

### FY2019 Objectives

- Successfully apply for, receive and complete Green Communities funding grant.
- Close out completed projects including Gibbs School (new 6th grade school).
- Support Central School renovation project .
- Run Fault Detection and Diagnostic for Brackett School, and repair faults.
- Continue importing all Preventive Maintenance work into work order software program and incorporate cost and project information into system.
- Increase maintenance staff efficiency through working with Maintenance Supervisor.
- Work with department heads on capital requests before submission to Capital Planning Committee.
- Continue to develop a capital forecast plan via the use of a software program to incorporate all existing building equipment and infrastructure into a comprehensive long term plan.
- Schedule summer cleaning, painting, and repair projects in school before construction season to increase efficiency and staff utilization.

